

Workplace Resilience and its Impact on Leveraging HR Adaptability: A conceptual framework

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Abstract

This research paper attempts to propose a conceptual framework for workplace resilience and how it impacts HR adaptability. In response to current volatile conditions, this conceptual paper employs a theoretical descriptive approach to underscore the crucial role of bolstering resilience as a component of psychological capital. It begins by establishing the theoretical foundations and significance of psychological capital, focusing particularly on resilience. The paper then outlines proactive and reactive strategies for fostering resilience within Human Resource Development (HRD). Proactive HRD strategies involve boosting psychological strengths, reducing risk factors, and enabling processes that empower employees to fortify their resilience. On the reactive side, strategies are inspired by a model that promotes the enhancement of positive emotions, self-improvement, external attribution, and toughness. This paper provides concrete recommendations for HRD implementations and sets a research agenda for future exploration.

Keywords: Resilience, psychological capital, HR management development, Conceptual framework

I. Introduction

Recent findings by the Bureau of Labor Statistics (2023) reveal that the average worker is expected to experience over ten job transitions throughout their career, with many changes being involuntary due to organizational restructuring, layoffs, and downsizing. In these challenging times, individuals and organizations must develop resilience, or the ability to recover from adversity (Avey& Luthans, 2011; Hamel &Valikangas, 2003).

For a Moroccan context example, consider the economic impact of the COVID-19 pandemic on Moroccan companies, particularly in industries such as tourism, textiles, and agriculture. These sectors faced significant challenges due to lockdowns, reduced consumer demand, and disrupted supply chains, which led to layoffs and business closures. Companies that managed to recover and adapt to the post-pandemic environment demonstrated workplace resilience by diversifying their operations, investing in digital transformation, and upskilling their workforce. One notable example is the Moroccan textile industry, where companies shifted from traditional garment production to manufacturing face masks and protective equipment during the crisis, showcasing resilience in the face of adversity.HCP (2020)

The economic impact of the COVID-19 pandemic on Moroccan companies, particularly in industries such as tourism, textiles and agriculture could count as an example for Morocco.

Lockdowns, reduced consumer demand and disrupted supply chains are challenges that led to layoffs and business closures in these sectors (Baltaji, Fakihi, &Sayour, 2023). To defeat these obstacles many companies diversified their operations, invested in digital transformation and upskilled their workforce therefor managing to recover and adapt to the post-pandemic environment. The Moroccan textile industry is a noteworthy example of this, companies showcased resilience in the face of adversity by shifting from traditional garment production to manufacturing face masks and protective equipment during the crisis (HCP, 2020).

We advocate for a proactive stance by Human Resource Management (HRM) professionals and departments in building and enhancing psychological capital (PsyCap), with a primary emphasis on resilience(Chen, YS, Lien, CM, Lo, WY, & Tsay,2021). The challenging times that happened during recent global crisis such as COVID-19 and periods of economic and organizational instability showed a critical need of resilient workforces. HRM has played a strategic role into shaping how employees respond to adversity through Human Resource Development (HRD) initiatives like, training programs, coaching and supportive leadership that helped employees build resilience. Chen et al. (2021) state that HR professionals can strengthen resilience by using specific development programs that help employees manage their emotions and bounce better in stressful environments. AveyLuthans, & Jensen (2009) states that these programs have proven a very positive effect into employee'sresilience, by enhancing their behavior, attitude and performance, especially during crisis. Luthans et al. (2006) explains that

resilience is not a fix trait that is inherited with the person, instead it's a developable skill that can be enhanced through things like feedback, leadership support and coaching. Moreover, Brendel and Hankerson (2021) emphasize the importance of building a supportive environment, where employees feel safe mentally and physically motivated to work and grow, because this directly relation to their engagement, productivity and adaptability. This perspective aligns with the concept of positive organizational behavior (POB) which is about focusing on people's strengths not just fixing problems.

II. Psychological Capital and HRD

A. Definition of Psychological Capital

Psychological capital, or PsyCap, is a concept derived from positive psychology (Berry,2017), which suggests shifting our attention to people's strengths rather than exclusively pinpointing flaws or dysfunctions. When this concept is applied in the workplace, it evolves into positive organizational behavior (POB), defined as "the investigation and application of positive human resource strengths and psychological capacities that can be identified, nurtured, and strategically managed for performance enhancement in the modern workplace" (Luthans, 2002b, p. 59). For a trait to be included in POB, it must be: (a) inherently positive and leverage unique strengths in organizational behavior; (b) supported by theory and research with credible measures; and crucially for HRD, (c) flexible and thus susceptible to development and enhancement. Resilience, among other constructs from positive psychology, satisfies these criteria for POB (Luthans, 2002a), highlighting its adaptability and potential for development within HRD efforts, emphasizing its capacity for modification and improvement (Luthans, 2002a).

B. Components of Psychological Capital

Psychological Capital (PsyCap) is a pivotal concept within positive organizational behavior, defined as an individual's advanced state of psychological development characterized by (a) the confidence (self-efficacy) to tackle and exert the necessary effort to overcome challenging tasks, (b) a forward-looking perspective (optimism) regarding current and future achievements; (c) the commitment to pursue goals and the agility to adapt strategies when needed (hope); and (d) the ability to withstand setbacks and not just recover, but thrive beyond them (resiliency). This comprehensive definition distinguishes PsyCap from traditional notions of human capital, which centers on one's accumulated knowledge and abilities, and social capital, which focuses on one's network of relationships, emphasizing instead the essence of 'who you are' and the potential for 'what you can evolve into'.

Similar to how financial capital is invested with hopes of future growth and additional competitive advantage, PsyCap is a dynamic asset that, when developed, can lead to higher levels of employee satisfaction, engagement, and performance. This core construct of positive psychology includes the psychological resources of confidence, hope, optimism, and resilience. Despite the importance of these elements in organizational life, they have only recently begun to be explored within HRD. With resilience in particular, the field has traditionally seen this as

either a quality one is born with or not or a simply present or absent attribute. We are learning that, like PsyCap itself, resilience is a skill set.

As a developable attribute, PsyCap is central to the practical application of resilience within HRD. Moving away from the outdated belief that resilience is a static quality, current research supports the notion that resilience can be enhanced through intentional strategies (reference?). This document advocates not only for the selection of inherently resilient individuals but also for implementing developmental programs to foster resilience in all employees. Studies have identified multiple avenues for building resilience, including using positive emotional experiences, adjusting risk or resource levels, and encouraging personal growth. Resilient individuals are noted for their emotional steadiness in the face of challenges, adaptability to shifts in demand, and receptiveness to new ideas. HRD professionals are encouraged to leverage this growing research to devise comprehensive strategies for nurturing a resilient workforce.

III. Objectives of the Research

This paper's main objective is to propose a conceptual framework of workplace resilience, first. It attempts to clarify the theoretical underpinnings and specific nature of resilience, and how it is different from other facets of psychological capital such as hope, optimism, and self-efficacy. Subsequently, it explores various proactive and reactive approaches for fostering resilience among today's workforce. The paper concludes with suggestions for future research avenues and practical guidelines for applying these concepts (Brendel and Hankerson, 2021).

A. Research Questions

These objectives are guided by the following research questions:

- 1- How has the concept of workplace resilience evolved across time?
- 2- What are the main components of workplace resilience?
- 3- How different is workplace resilience from other facets of psychological capital such as hope, optimism, and self-efficacy?
- 4- How does resilience influence adaptability in volatile conditions?

IV. Methodology

The paper uses a qualitative approach and meta-analysis strategy to scrutinize the literature on resilience. It focuses on resources compiled from peer reviewed journals, books, and reports. In particular, significant importance is attributed to the determination of the main theoretical concepts linked to psychological capital as well as the evaluation of the bodies of research pointing to the most effective techniques and approaches in fostering the resilience of employees in organizations.

We selected a mix of theoretical models and high-quality academic databases such as Scopus, ScienceDirect, Springer Link, and Google Scholar these platforms are widely used in academic research because they offer access to peer-reviewed, reliable, and up-to-date scholarly articles election criteria for inclusion involved a

combination of keywords (e.g., resilience, psychological capital, human resource development, employee well-being) , we included a mix of theoretical models (frameworks and foundational ideas), empirical investigations (research based on real data and observations), applied studies (research that focuses on real-world applications and practical strategies) .This mix helps give the paper depth and balance linking theory to real-world practices. (preference was given to studies published within the last 10–15 years for empirical and applied research).

We have selected a mix of different types of studies and theories, empirical investigations and applied studies, it includes seminal contributions such as those of Luthans et al. (2002, 2006) that developed the idea of Psychological capital (PsyCap), that include resilience as a core component and Seligman (1998), the founder of positive psychology, which encourages focusing on human strengths like optimism and well-being , these authors helped to create the basic theories and frameworks that are now used to understand how psychological strengths like resilience help employees and organizations to succeed, it incorporates more recent and contextually relevant research by Brendel and Hankerson (2021) and Chen et al. (2021) that explains how resilience can be developed today , especially in modern workplaces facing rapid change or crisis (like COVID-19). This comprehensive and integrative approach allows for a strong analysis because it looks at the roots of the theory and how it has evolved over time in today's context, this sets up a solid framework to explain and support how resilience can be systematically cultivated within organizations.

V. History of resilience and workplace resilience

A. *Werner's Study (1950–1970) Coined 'Resilience' in Child Development*

in 1970 the word resilience was created by Emmy Werner who wanted to study the behaviors of children in Hawaii , the study started from 1950 to 1970 focusing on a group of 700 children , who faced many obstacles in their childhoods like poverty , abuse and parental neglect , the results showed that one-third of these children became successful individuals with good careers despite the hardships that they faced , Werner coined that the world resilience explains the ability of people to adjust and thrive in difficult situations , this results contracted back in time many researches that assumed that risk exposure would inevitably lead to negative outcomes Werner, E. E. (2000).

B. *Post-War Psychology (1980s–1990s) PTSD, CBT & Resilience for Veterans*

In the 1990's the world resilience started to gain popularity in the workplace, due to many reasons, first the aftermath of the war II had a crucial impact in mental health services , especially that many veterans have suffered from psychological and mental problems called trauma of war, known as "combat fatigue" or what we now call post-traumatic stress disorder (PTSD, , which was the rise of clinical psychology that helped veteran to build resilience to adapt to new environments and society using cognitive behavioral therapy , resilience was seen as something crucial that every soldier needed to learn in order to cope with new and stressful environments Southwick, S. M., & Charney, D. S. (2012), this period raised more awareness about the importance of resilience specially in the modern working environments , that came with a lot of pressure and stress.

C. Workplace Hardiness (1990s) Maddi's Hardiness Training: Commitment, Control, Challenge)

in the late 80's and beginning of 90's Salvatore Maddi who is a clinical psychologist, studied the behavior of employees and their reactions to stressful working environment, his study showed that some employees couldn't handle intense and challenging environments, but some were thriving in these conditions and knew how to cope effectively with stress. According to his findings, employees who had the skills to cope with stress revealed some characteristics that he called hardiness. Based on this research, he developed a program called "hardiness training" to help employees cope with stress. This program revolved around three key characteristics: commitment, control, and challenge. Maddi, S. R., & Khoshaba, D. M. (2005).

D. Positive Psychology (2000s–2010s) Seligman's PERMA Model & Strength-Based Approach

In the 20's, resilience started to gain more recognition since many studies showed that it has an important impact on employee performance and overall job satisfaction (Cooper, Flint-Taylor, & Pearn, 2021). Positive psychology had an immense influence on resilience. Martin Seligman, one of the founders of positive psychology, emphasized the importance of positive emotions, and that individuals should focus more on building strength-based skills instead of targeting only weaknesses. He explained that emphasizing positive emotions, well-being, and developing employees' strength can help develop their resilience. Main components of positive psychology that had a big influence on workplace resilience are the strength-based approach and the PERMA MODEL of workplace well-being (Seligman, M. E. P. (2011)).

E. COVID-19 Impact (2020–Present) Remote Work, Stress & Resilience Programs

In 2020, the post-COVID era has forced some significant changes in the workplace environments. Due to health risk and isolation, remote working was the only solution to cope with the pandemic, leaving employees with high stress levels, anxiety, and some mental health issues. Companies presented resilience as a solution to help employees manage the crisis and adapt to the changing environment by enforcing resilience programs to sustain employees' well-being, maintain productivity, and adapt better to the crisis. Workplace resilience was a key component that helped companies. The pandemic has highlighted the critical importance of workplace resilience, leading organizations to incorporate it as a fundamental element of their long-term strategies and organizational culture. This shift aimed to enhance employee well-being, mitigate stress, and ultimately improve productivity over time. McKinsey & Company (2020), Deloitte Insights (2021).

F. Morocco (2008 & 2020) Resilience Strategies Post-Crisis & Pandemic

In the Moroccan context, the financial crisis of 2008 and the COVID-10 pandemic have led to an increase of stress and anxiety, and a decrease of performance in companies. Many Moroccan companies needed to reevaluate their organizational strategies to cope with the situations. The goal was to foster adaptability and increase well-being. Companies used resilience to support the mental health of employees and reduce their level of stress by implementing resilience training programs. This crisis raised the importance of resilience in the Moroccan workplace environment, with many companies creating long-term programs to help their employees cope with the changing environments and increase their productivity. Fédération des Chambres de Commerce, d'Industrie et de Services du Maroc (2021). World Bank (2018). "Morocco: Economic Monitor.

VI. Resilience at workplace

A. *Definition of Resilience at Workplace*

Resilience in the workplace can be defined as a positive developmental trajectory that an individual can indicate while facing adversity at work, using challenges as a way to increase competence and assure professional growth instead of just trying to survive the challenges. Resilient individuals see adversity as an opportunity to increase their personal and professional skills by increasing their behavioral, emotional and psychological resilience it's not only the capacity of an individual to adapt to difficult situations but to also manage challenges while maintaining emotional and psychological well-being. (brianna barker caza&laurie P Milton 2012)

B. *Components of Resilience*

Workplace resilience is a holistic concept that includes multiple components, in order for organizations and individuals to flourish facing adversity, they need to be aware of those components and use it to ensure positive outcomes at work. One of the main elements of workplace resilience is positive adaptation that require individuals to adapt to challenges and stress at the workplace while maintaining their performance and well-being (Luthar&Chicchetti 2000; Luthar, Cicchetti, & Becker, 2000), it's the ability to cope with work related challenges in an effective way that will allow employees to face advisory and ensure professional growth (Fisher et al. 2018), social support is another important component in resilience ,organizations that provide a supportive social environments to employees will help them manage stress and adversity by presenting a safe space emotionally and practically Hartmann S. et al 2019) , and guiding them to develop some effective coping mechanisms that are essential for resilience. These mechanisms enable individuals to manage stress and adversity, allowing them to bounce back from negative experiences and maintain psychological stability like having a growth mindset, which encourages viewing challenges as opportunities for learning and development, is crucial for resilience. This mindset helps individuals embrace adversity and fosters a culture of resilience within the workplace. These manifestations indicate how well individuals adapt and grow professionally in challenging situations.

In summary, the main components of workplace resilience include positive adaptation, competence and efficacy, social support, a developmental trajectory, effective coping mechanisms, a growth mindset, and various behavioral and psychological manifestations. Together, these components enable individuals and organizations to thrive despite challenges and setbacks. (BB Caza, LP Milton 2012)

VII. Distinguishing Resilience from Other Components of Psychological Capital

Hope, optimism and confidence are key components of psychological capital (PsyCap), but it's crucial to differentiate them in order to fully understand the role of resilience in relation to other concepts. While optimism involves having a positive outlook on future outcomes, resilience is more about the ability to recover from setbacks and adapt to challenges. Understanding these distinctions helps highlight how resilience complements optimism, especially in workplace contexts where bouncing back from adversity is as important as maintaining a positive mindset. Luthans, F., Youssef, C. M., & Avolio, B. J. (2007)

A. Distinguishing Resilience from Hope

Resilience embodies an individual's capacity to adjust and thrive amidst adversities and in favorable conditions. On the other hand, from the perspective of positive psychology, hope is identified as the blend of determination (the pursuit of positive outcomes and clear objectives) and ingenuity (crafting backup strategies when initial expectations veer off course). This dyadic nature of hope, spotlighting the zeal to attain goals and the readiness to pivot plans, is central to an individual's goal-oriented endeavors, as Snyder (2002) noted. It constitutes a critical facet of Psychological Capital, endorsing the drive to persist and the agility to modify pathways to achievement when encountering roadblocks.

At the heart of hope lies the resolve to succeed, formulating contingency plans for success, and achieving set goals. Which encompasses determination (the will to overcome obstacles), and the formulation of contingency plans for success. These elements highlight the necessity of eagerness for goal achievement and the tactical foresight for path adjustment (Snyder et al., 2002). Although the pathway aspect of hope shares common ground with resilience, particularly the emphasis on adaptability, they diverge in their scopes. Hope does not directly delve into the individual's response to immediate setbacks, an integral part of resilience that focuses on the reaction and recovery from such disruptions (Sajjad, 2020). This delineation emphasizes that hope pertains to pursuing and strategically attaining goals, while resilience explicitly addresses the capacity to surmount and emerge stronger from unexpected adversities.

B. Distinguishing Resilience from Optimism

Optimism is broadly understood as the expectation of favorable outcomes across various aspects of one's life, encouraging perseverance towards objectives (Scheier & Carver, 1985). Within the Psychological Capital (PsyCap) framework, optimism is seen as having a positive outlook on achieving success both presently and in the future (Luthans et al., 2002). Optimists attribute success to their efforts while often dismissing the impact of negative occurrences through a positively skewed attribution style (WHO, 2018). Unlike optimism, resilience does not inherently rely on the expectation of positive outcomes but on the capacity to confront and navigate through adversity. Whereas optimists might underestimate the significance of challenges, opting for a generally positive view, individuals with resilience approach obstacles with a deeper, strategic analysis, enabling them to not only face adversities but also to adapt and potentially exceed their prior levels of achievement.

C. Resilience and Confidence (Efficacy)

The belief in one's ability to complete tasks, known as self-efficacy or confidence, is crucial for developing resilience (Bandura, 1997). This belief, highlighted as a PsyCap component, emphasizes the necessity of confidence in tackling and overcoming complex tasks (Luthans et al., in press). Although the original discussions on self-efficacy by Bandura (1997) primarily use the term efficacy, the synonymous use of confidence is prevalent in workplace contexts (e.g., Panditharathne, 2021). Bandura noted that self-efficacy plays a pivotal role in an individual's resilience to adversity, indicating that resilience can be proactively cultivated by enhancing self-efficacy. However, resilience is particularly vital in the aftermath of setbacks, aiding individuals

in sustaining or regaining their confidence even after facing obstacles. This illustrates that while confidence centers on the trust in one's abilities, resilience is the dynamic process that empowers individuals to persevere, adapt, and evolve in response to life's trials.

VIII. Leveraging Resilience in Human Resource Development for Enhanced Workplace Adaptability

The modern workforce is navigating through more job changes and facing higher stress levels than ever before (APA,2023). This stress is compounded by organizational downsizing, which leads to job losses and places additional pressure on the employees who stay, creating the well-known "survivor syndrome." Furthermore, the constant connectivity enabled by smartphones, laptops, and PDAs erases the boundary between work and leisure, significantly reducing employees' downtime (Derks& Bakker,2014). Contrary to the global trend of fighting for more vacation time, Americans find themselves on the opposite end, with a survey from HRMGuide.net revealing that the average American gives up 1.8 vacation days and takes 12 fewer vacation days each year than their counterparts in Japan, who rank just above them. This combination of increased stress with diminished opportunities for rest highlights resilience's vital role in today's workplace (APA,2023)

The body of research surrounding resilience illustrates it as a flexible and dynamic process, enabling positive adaptation to both adverse and extremely positive situations. Notably, within the context of HRD, resilience is identified as a trait that can be nurtured and grown. Our initial findings align with this, showing a link between employee resilience and job performance (Nwanzu,2019), which points to the potential for organizations that focus on building resilience among their workforce to achieve greater adaptability and success over time (e.g., Luthar& Cicchetti, 2000; Masten, 1994). HRD professionals need to understand that setbacks or failures in the workplace do not necessarily spell career doom. Resilient employees often turn such experiences into opportunities for growth, improving their performance in subsequent tasks and proving exceptionally valuable to their organizations for navigating and thriving amidst future changes and uncertainties.

IX. Building Resilience in the Workforce: HRD's Proactive and Reactive Roles

We suggest two primary methodologies through which HRD can enhance resilience within the workforce.

A. Proactive Strategy

The first method is a proactive strategy aimed at structuring the organization in a way that inherently supports and fosters employee resilience. This strategy is subdivided into three key areas: a risk-focused approach that targets the prevention and reduction of stress; an asset-focused approach aimed at bolstering personal and organizational resources; and a process-focused approach that enhances the cognitive capabilities of employees to manage stress effectively (Nwanzu,2019). By integrating these strategies, HRD can effectively mitigate the impact of both negative and positive stressors on employees, with a detailed examination of this proactive approach provided subsequently.

B. Reactive Strategy

The secondary strategy for fostering resilience is more reactive and is informed by the research of positive psychologist Barb Fredrickson (2001) and her broaden-and-build model of positive emotions. This approach

emphasizes the significance of consistently encouraging a positive mindset and seeking meaning in the aftermath of challenging situations. Although employees may receive training on positive thinking, they often depend on leadership for continuous encouragement and reminders to adopt an optimistic viewpoint during difficult periods (Fredrickson, 2001). It is essential to clarify that "reactive" should not be misconstrued as unfavorable within HRD strategies for resilience development. Instead, it describes how individuals respond to both negative and positive occurrences. Incorporating proactive and reactive strategies is vital for building resilience, recognizing that while it may not be possible to control every external factor, effective planning and preparedness can better equip us to face future challenges. Further details and specific recommendations for applying these proactive and reactive strategies in HRD to nurture resilience are explored in the ensuing discussion.

The suggestion of these two methodologies is based on a comprehensive review of existing literature and empirical studies on resilience and organizational behavior. Research by Nwanzu (2019) and others has highlighted the importance of a structured approach to building resilience, emphasizing the necessity of addressing both preventive and reactive strategies. The risk-focused approach draws on principles from stress management and prevention theories (Lazarus & Folkman, 1984), which advocate for minimizing exposure to stressors and their impact. The asset-focused approach is supported by positive psychology research, which underscores the significance of strengthening personal and organizational resources to foster well-being and performance (Seligman, 2011). Lastly, the process focused approach aligns with cognitive-behavioral theories that stress the enhancement of individuals' cognitive skills to better cope with and adapt to stress (Beck, 1993). These combined strategies provide a holistic framework for HRD to enhance resilience among employees.

C. A Reactive Path to Building Resilience

Even without a proactive framework to mitigate adversity, individuals can spontaneously develop resilience in response to challenging or uplifting events. Repressive coping and self-enhancement, which might be deemed maladaptive in specific contexts, are nonetheless frequently observed among resilient individuals, albeit with caution advised in specific scenarios (Sajjad, 2020). The journey towards fostering resilience, personally or in others, has received relatively scant attention in research. Echoing previous discussions, Sajjad (2020) argue that experiencing positive emotions before and after traumatic events can significantly enhance an individual's resilience.

Diverging slightly, Bonnano (2004) presents an integrative model suggesting that resilience is built upon four key personality traits: the capacity for positive emotion, the tendency towards self-enhancement, a sense of control over one's life (attribution or locus of control), and personal toughness (hardiness). his model is supported by other findings (Al Kahtani, 2022) that indicate a singular psychological trait is insufficient for maintaining psychological balance after trauma. Although Bonnano's insights are derived from clinical research, they hold valuable implications for Human Resource Development (HRD) practices aimed at cultivating resilience in leaders, employees, and organizations through targeted strategies around positive emotions, self-enhancement, attribution, and hardiness.

Implementing Positive Emotions for Resilience The role of positive emotions in developing resilience is pivotal (Fredrickson et al., 2001). Simple expressions of positivity, like laughter and smiling, can reinforce resilience

and help mitigate negative emotions (Al Kahtani, 2022). The efficacy of such positive emotions is underscored by research showing that bereaved individuals who could genuinely laugh and smile while recalling their deceased loved ones experienced more favorable long-term adjustment during the grieving process (Bonanno & Keltner, 1997). Moreover, positive emotions are frequently overshadowed by negative emotions. However, they can be amplified by continued engagement and support by significant others in one's social network (Bonanno & Keltner, 1997), acknowledging a nurturing community's critical role in amplifying resilience.

The broaden-and-build theory (Fredrickson, 2001) offers a significant resource for HRD professionals interested in cultivating resilience in today's workforce. This approach is reactive in nature, focusing on developing adaptive strategies, such as expanded thought-action repertoires, in the context of stress or adversity. It is thought that these expanded cognitive frameworks may generate changes in the brain that may give rise to synapses to adjust to accommodate new behaviors (Fredrickson, 2001; Nelson, 1999).

Fredrickson's broaden-and-build theory suggests that constructive reactions can improve a person's instant cognitive and action selections, thereby augmenting their resources. Conversely, negative emotions restrict cognitive focus, prompting swift, survival-focused reactions (Fredrickson, 1998). Although these instinctive responses may have been crucial for early human survival, the dynamics of modern society and its challenges require a different approach to overcoming adversity (Fredrickson, 2001). Positive emotions are enduring and contribute to a cumulative pool of personal resources that can be tapped into when resilience is needed (Fredrickson, 2001).

Applying the proactive strategies of managing risks, enhancing assets, and fostering cognitive processes in HRD can also facilitate the creation of positive emotional experiences among staff members. This strategy aims to broaden cognitive and behavioral patterns, thereby increasing the likelihood of improving resilience across the organization. Additionally, establishing a work environment that provides employees with meaningful and satisfying tasks can generate positive emotions linked to everyday activities (Olesen, 2008). Promoting the expression of positive emotions among employees, to trigger a resilience-building "upward spiral," emerges as an effective reactive HRD strategy.

Beyond leveraging positive emotions, HRD can also utilize self-enhancement to bolster resilience reactively. This strategy is rooted in an individual's inclination towards an optimistic and occasionally unrealistic self-view. According to Olesen (2008), those who engage in self-enhancement navigate stressful scenarios with notable ease, displaying significant confidence in various situations due to their optimistic self-perception. They are characterized by a firm belief in their success. Supporting this, research by Bonanno and others (2004) demonstrates that self-enhancing individuals adapt more effectively to stress and manage the grief of loss better than their counterparts. Additionally, research following the September 11th attacks found a direct link between self-enhancement and resilience, noting that individuals with self-enhancing qualities experienced more stable and lower levels of posttraumatic stress and depression for up to 18 months post-event (Bonanno, 2004).

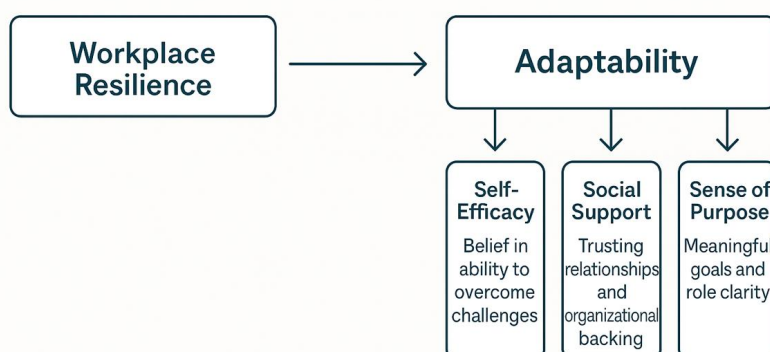
Critics argue that self-enhancement can mask social difficulties, lead to delusional thinking, and foster narcissism (Nembhard and Edmondson, 2011). However, evidence indicates that, with appropriate guidance, self-enhancement can significantly contribute to resilience development, providing HRD with a practical reactive strategy despite its potential pitfalls.

Moreover, employing optimistic attributions serves as another reactive HRD strategy to aid individuals in moving past negative occurrences. As Kelley and Michela (1980) describe, attribution is the process of understanding or pinpointing the reasons behind events. In attribution theory, one factor crucial to resilience is the locus of control—the degree to which individuals perceive control over their environment as internal rather than external. Optimists, under their ability to distance themselves from stress emotionally, have an easier time adjusting to difficult situations. Nembhard (2011) has demonstrated that adaptive attributional styles can be learned, suggesting that fostering optimistic attributions would be an HRD tactic for enhancing resilience.

Approaches emphasizing hardiness present a distinctive pathway to resilience, focusing on the critical self-perceptions of commitment, control, and challenges identified by Maddi and Koshaba (1984). These core aspects empower individuals to reinterpret stressful scenarios as catalysts for personal growth rather than setbacks. Bonnano (2004, p. 25) expands on this concept, identifying hardiness through three key facets: a commitment to finding significant purpose in life, the belief in one's ability to impact one's environment and the outcomes of situations, and the conviction that growth can stem from all life experiences, both positive and negative. Moreover, hardiness is traditionally seen as a personality characteristic established early on and relatively stable over time, but it is susceptible to change in certain conditions. This flexibility indicates that hardiness is similar to states, can be nurtured, and is an effective reactive HRD strategy to enhance resilience.

Within the HRD domain, hardiness development can be facilitated through meaning-making processes. Recent insights into authentic leadership development show that leaders have the potential to significantly influence their followers' self-conception, mainly by fostering greater self-awareness and introspection (Olesen, 2008). Initiatives like these can help individuals uncover greater meaning in their work and learn how to adapt and excel in their professional settings effectively. Additionally, through interaction with and mirroring authentic leaders who embrace their mistakes and share insights from their growth journeys, followers too can cultivate a harder outlook. Adopting this strategy bolsters resilience and cultivates a workplace culture anchored in authentic leadership and personal development.

The Role of Workplace Resilience in Adaptability



Adaptability is cultivated through four resilience-enabling factors

Adaptability is cultivated through four resilience-enabling factors

FIG .1 Diagram of resilience in the workplace, showing the components found in the research and its relationship with adaptability

D. Future Research Implications

This article's foremost objective is to establish a theoretical basis and provide comprehensive guidelines for enhancing resilience through HRD, particularly emphasizing the psychological capital aspect. Preliminary research suggests a link between psychological capital resilience and employee performance (e.g., Luthans et al., 2005). Nevertheless, there is a compelling need for further studies to delve into its relationship with other critical outcomes such as job satisfaction, organizational commitment, organization-beneficial behaviors, employee retention, and overall well-being. It is reasonable to hypothesize that resilient employees may demonstrate greater job satisfaction and organizational commitment, attributed to their capability to rebound from adversities, challenges, or failures, supported by their roles and organizational leadership. Moreover, existing literature underscores a positive association between resilience and life satisfaction (Olesen, 2008).), raising an intriguing question for future research regarding the potential positive link between resilience and workplace satisfaction and/or commitment. Additionally, exploring how an organization's leadership style or cultural context might play a role (either as a moderator or mediator) in these dynamics is essential. With the rising healthcare costs in view, another vital area for inquiry involves examining the correlation between employee resilience and physical and mental health and assessing whether this link could translate to reduced healthcare expenses for modern organizations.

Moreover, understanding how resilience interacts with other psychological capital components necessitates further scholarly attention. Although the theoretical differences between resilience and other PsyCap elements like hope, optimism, and self-efficacy/confidence are acknowledged, the empirical evidence detailing these relationships is still lacking. Despite the recognized distinction between self-efficacy and resilience (e.g., proactive vs. reactive), research explicitly investigating these connections as outlined in this discourse is essential. Questions of whether self-efficacy (or hope or optimism) serves as a mediator or moderator in the resilience-outcome relationship, the existence of a threshold level of efficacy (or hope or optimism) required for resilience activation and effectiveness, and the nature of these relationships—whether they are unidirectional, bidirectional, or characterized by more complex interactions—are all crucial. Additionally, assessing how these relationships fluctuate across different analysis levels, from individual to group/team and organizational levels, would greatly enrich our comprehension of resilience as a component of psychological capital in HRD.

The value of resilience in HRD ultimately depends on concrete evidence that it can be effectively developed. Achieving this requires field experimental studies within HRD contexts, such as training workshops or broader developmental programs, structured around the proactive and reactive strategies outlined in this discussion. To accurately gauge the impact of these interventions on resilience, it is essential to measure resilience levels before and after these targeted initiatives. Furthermore, for a robust comparison, a control group should be engaged in a distinct intervention (like a team-building exercise or group dynamics session), with their resilience levels tracked pre- and post-engagement to ensure clarity in the results.

Employee resilience in Morocco, particularly during crises such as the COVID-19 pandemic, reveals both challenges and areas for strategic development. The following points are grounded in literature and highlight key issues:

- **Limited Research and Conceptual Understanding:** One of the primary challenges in fostering employee resilience in Morocco is the limited academic research dedicated to this subject. The dearth of empirical studies constrains a deeper conceptual understanding of resilience within Moroccan workplaces. As a result, organizations struggle to develop evidence-based strategies to cultivate resilience among employees. The lack of context-specific insights underscores the necessity for future research to fill this gap and guide organizational interventions (Daghmoumi, A Zenjari 2023)
- **Recognition of Resilience's Value:** Although the importance of resilience is increasingly acknowledged, its strategic integration into organizational policies and culture remains underdeveloped. According to research, HR professionals recognize that resilient employees contribute significantly to various organizational outcomes, such as enhanced productivity, adaptability, and reduced turnover. However, many Moroccan companies still lack widespread recognition of resilience as a key driver of sustainable employee performance (Daghmoumi, A Zenjari 2023) This gap suggests that resilience is yet to be embedded into organizational frameworks on a broad scale.

We suggest that future studies on employee resilience in Morocco should adopt a more quantitative approach to generalize findings across various industries and contexts. Expanding the research base would help organizations develop comprehensive resilience-building strategies that are grounded in empirical evidence. This, in turn, would provide HR professionals with actionable insights for fostering resilience in diverse occupational settings.

X. Conclusion

Historically, the focus of HRD has primarily been on enhancing human capital, including developing knowledge, skills, and abilities. This focus is increasingly insufficient in today's fast-paced world, characterized by swift technological changes, intense global competition, ethical dilemmas, and frequent organizational restructuring, such as downsizing or "rightsizing." We contend that HRD must broaden its purview to encompass psychological capital (PsyCap), a concept that is both theory-driven and research-supported and uniquely susceptible to growth and enhancement. PsyCap is pivotal in understanding individuals' core identities and fostering their potential evolution. While aspects like confidence/effectiveness, hope, and optimism are recognized within the PsyCap framework, resilience remains notably underexamined, even though it is deeply relevant to addressing modern-day adversities and adaptable within HRD strategies. This article has endeavored to provide a solid theoretical base, actionable recommendations for HRD application, and a detailed agenda for future research to advance resilience as an integral element of psychological capital, in the Moroccan context while there are evident challenges to fostering employee resilience in Morocco, there are also clear pathways for

improvement. By enhancing research efforts, integrating resilience into organizational policies, implementing structured training programs, ensuring effective communication, and fostering social support systems, organizations can better equip their workforce to navigate crises and thrive in uncertain environments. These literature-driven strategies will not only enhance employee well-being but also contribute to overall organizational resilience.

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