Development of a Workplace Resilience Instrument

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Objective

Build and test a resilience instrument for use in the workplace.

Need

- The dominant resilience scales found in the literature have been developed primarily with clinical populations, not workplace populations.
- Stress costs U.S. businesses an estimated $200-300 billion annually in medical costs.
- Resilience is a key construct in the performance of targeted behaviors for solving problems and taking action in the face of adversity.

Resilience Research Phases

1955-1987: Foundational research into the phenomenon.
1990s: Conceptualization of the resilience construct.
2000s-present: Measurement, but primarily in clinical and adolescent populations.

Existing Instruments & Focus

<table>
<thead>
<tr>
<th>Instrument Name</th>
<th>Research Participants</th>
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</thead>
<tbody>
<tr>
<td>CD-RISC</td>
<td>Psychiatric pts, PTSD, some general population</td>
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<tr>
<td>DRS</td>
<td>Military survivor assistance officers</td>
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<tr>
<td>Resilience Scales (RS)</td>
<td>Elderly women</td>
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<tr>
<td>Resilience Scale for Adults (RSA)</td>
<td>Mental health outpatients</td>
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Results

The Four-Factor Solution

- **Active Problem-Solving.** An active approach to problem-solving demonstrates a need to do something positive, rather than merely talking about the problem or hoping it will go away.
- **Team Efficacy.** A resilient individual not only “works well in teams,” but has a systemic understanding of how the team operates and achieves its objectives.
- **Confident Sense-Making.** The ability to extract order out of chaos is a mark of the resilient individual. Making sense of one’s reality requires accessing the right resources quickly; to do so confidently is a key factor in workplace resilience.
- **Bricolage.** This French term, from Levi-Strauss’ *The Savage Mind*, captures another unique factor of the resilient individual. The bricoleur practices a highly applied engineering approach, much like the 1980s U.S. television character MacGyver. Resilience benefits from fashioning solutions creatively to address the situation.

Conclusions

- The WRI was shown to have four factors and convergent validity with a job stress instrument.
- The self-administered instrument was completed by 540 participants across two samples—healthcare executives and hospital-based nursing staff.
- This model has an acceptable RMSEA and has good fit indices as indicated by CFI and TLI.
- Psychometrics provided validation and support for the quality of the tool for use in workplace settings. The WRI has the potential to provide organizations and managers a useful tool for improving workplace resilience and helping employees achieve their potential.

Research Products

- Invited presentation delivered to the American Society for Engineering Management’s International Annual Conference in Virginia Beach in 2014.
- Publication under review for *WORK: A Journal of Prevention, Assessment & Rehabilitation*.
- Serving as special issue editor for *WORK* journal on the topic of workplace resilience. Expected publication in late 2016.
- Invited to serve as an international advisory board member on a resilience research project in Sweden.
- Registered intellectual property in progress for the resilience instrument.

Acknowledgments

This work was supported by a grant from the Faculty Research and Creative Activities Award, Western Michigan University.

Special thanks to Mustafa Yildiz, doctoral student in WMU’s Evaluation Measurement and Research program, for his statistical expertise on this project.

MacGyver represents a resilient individual who exemplifies bricolage, or the ability to create a solution with materials on hand.