

Psychological analysis of resilience between women and men in Vienna's international working environment

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Submitted to Prof. Dr. Ivo Ponocny

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AFFIDAVIT

I hereby affirm that this Master's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

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ABSTRACT

Recently, the concept of resilience has emerged as a significant topic of discussion for both individuals and businesses. Better employee wellbeing is one of the primary goals and obtaining and maintaining this level of wellbeing will ultimately benefit the company's overall performance. However, achieving such objectives is challenging due to the effect of a number of factors in individuals' lives. Each person is different, and their reactions in the face of adversity also change; some show higher resilience, and some do not. However, resilience is influenced not only by an individual's personality trait but also by external factors. This can be observed in a multicultural working environment where the dynamics vary from employee to employee interactions to those with higher instances or even just individual duty-related challenges.

To understand these dynamics, resilience should be analyzed based on all the factors influencing it. Therefore, this thesis aims to observe whether there is an influence of gender and cultural background in resilience in Vienna's international working environment. Vienna's population is diverse; thus, it is easy to find different tendencies in how individuals react and interact, especially in working environments where pressure is higher. Additionally, this study also focused on analyzing if there is a relation between resilience factors and wellbeing.

To answer the raised questions, a quantitative strategy was the most appropriate in this study to attain the research objectives. Therefore, structured online surveys were conducted with individuals working in Vienna, and the collected data were analyzed accordingly. The statistical analysis showed a significant relationship between resilience's pillars and wellbeing. Moreover, even though this study failed in its objective to reveal the effect of gender and cultural background on resilience, it was an effort to provide a direction for future academics' research. Finally, this study can help increase awareness of potential employee differences and support companies' management to plan adequate training programs about resilience and wellbeing promotion.

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LIST OF ABBREVIATIONS

PERMA – Positive emotions, Engagement, Relationships, Meaning, Accomplishment

WHO – World Health Organization

PTSD – Post-traumatic stress disorder

Wraw – Workplace resilience and wellbeing

APA – American Psychological Association

HRM – Human Resources Management

DSM-5 Diagnostic and Statistical Manual of Mental Disorders, Fifth Edition

1 INTRODUCTION

When individuals are confronted with tragedy, trauma, or painful psychological events in their personal or professional life, often they feel sadness and a spectrum of negative emotions, which is, of course, a normal response when expectations are destroyed, or objectives are blocked. However, such experiences are not just a necessary part of life; they are practically essential for growth, development, and the capacity to not only survive but flourish under adversity. If only the past two years are considered, it will be straightforward to understand that resilience has been the critical element to walk in these times of uncertainty. It does not mean that only the pandemic has made people, organizations, and communities lean toward resilience. It is a universal fact that every day of our lives might bring adversities that require the ability to bounce back (Smith et al., 2008) and move forward.

In this study, resilience is analyzed first as a general concept and then as a trait in the working environment. It is a crucial concept that enables individuals to deal with stress, a competitive job market, workplace disputes, and other workplace obstacles. Moreover, enhancing resilience is essential since people identify work as the primary source of stress in their lives (Goh et al., 2016). Additionally, individuals who work in stressful job conditions are more likely to experience depression or anxiety (McGonagle et al., 2014). A stressful working environment affects not only employees but also organizations (Shatté et al., 2017). Productivity tends to decline and costs to rise. Thus, understanding the why-s and how-s of resilience is crucial for promoting mental health and wellbeing.

Some of the characteristics as cited by Turner et al. (1995) are:

- Possessing intellectual capacities, such as strong communication skills and social intelligence (Garmeyz 1985; Masten et al., 1990)
- Strong social and problem-solving skills (Rutter, 1979; Masten et al., 1990).
- The ability to disengage from adverse environments (Kumpler, 1993).
- The capacity for empathy, genuine compassion, and understanding for others (Werner, 1985; Comen et al., 1990).

Additionally, this research is also interested in the wellbeing of the employees as it goes hand in hand with resilience. According to Tomy and Weinberg (2018), there is a significant correlation between subjective wellbeing and resilience. The term "wellbeing" refers to and captures a specific psychological state at a particular moment in time. Wellbeing is a nuanced notion that changes according to situation and person. It covers

a range of distinct but related psychosocial characteristics, ranging from fulfillment to happiness and resilience (Mguni et al., 2012).

1.1 Research aims and objectives

A growing number of research every year has focused on resilience and wellbeing in working environments and different settings. In order to analyze it as well as possible, several dimensions should be considered and evaluated, such as gender, culture, socio-economic status, etc. However, there is a research gap in resilience studies related to gender and culture in the working environments. Therefore, this study aims to analyze whether there is a relationship between gender and resilience and cultural background and resilience in Vienna's international working environment. Furthermore, as one of this research aims, wellbeing is seen in relation to resilience. For this reason, wellbeing is analyzed based on resilience factors. Hence the research questions of this study are:

- 1- Are men more resilient than women in Vienna's international working environment?
- 2- Are foreigners more resilient than locals in Vienna's international working environment?
- 3- What factors affect employees' wellbeing in Vienna's international working environment?

1.2 Structure of thesis

This thesis begins with a review of the literature. It outlines the topic of resilience and provides a deeper understanding of its significance for people in their daily lives, including the workplace. Theoretical concepts relevant to the scope of this study are explored in-depth to harness the identified aspects for this research. The next section of the literature review delves more into gender variations in stress and resilience. The last section of the literature review compares and contrasts the responses of natives and expatriates to adversity. It examines whether expatriates are more motivated to maintain a positive attitude regarding potential obstacles in their new society.

Quantitative research will be the primary way of data collection to answer the research questions. This will be accomplished using an online survey adapted from Wraw (The Wellbeing Project, 2018) and SWLS (Diener et al., 1985). The survey will include questions relevant to several of the theories discussed and will assess numerous dimensions of the participants to obtain insight into their resilience and wellbeing levels.

The last section will examine and apply the survey findings to answer the research questions and test the research hypotheses. This will be followed by the conclusion, which will provide the readers with the findings, limitations, and future implications.

2 LITERATURE REVIEW

2.1 Introduction

The literature review puts the term of resilience in front of gender and culture, trying to understand whether there is an influence in the context of working environments. It is also attempted to analyze whether resilience affects the wellbeing of individuals. Accordingly, the first part is dedicated to the ancient notion of resilience and its history, continuing with psychological resilience theories. Moreover, one of the sections is dedicated to wellbeing and its relationship with resilience.

The second part of the literature review is dedicated to gender. To understand if it plays a role in resilience, the study gives an insight into how stress is perceived and managed by women and men in general, and in more specific scenarios, those in working environments. This part is concluded by observing the resilience that each gender shows and how. Finally, the third part of the literature review is a psychological analysis of stress, motivation, and resilience between locals and expatriates.

2.2 Resilience

2.2.1 History

The concept of resilience evolved due to a series of transfer procedures between different areas of knowledge and science. Originating from the Latin verb "resilire" as a figurative term for a range of retrograde motions (jumping back, rebounding, reflecting, and returning the term dates back to 1430 in late medieval and early modern French as a legal term for contract termination and, more broadly, for reestablishing the actual legal situation. (Gößling-Reisemann, Hellige, & Thier, 2018).

Francis Bacon is credited with introducing the term "resilience" in 1627 in his most widely read work at the time, "Sylva sylvarum, or Naturall Historie in Ten Centuries". In his 1633 and 1651 Latin and English editions of his natural philosophy "Synopsis of Physicks," Johann Amos Comenius adopted the term with the same meaning from Bacon. "Resilience" or "resilience" became a standard term in the 17th century for physical counter-reactions of any type and a return to the initial state. For Samuel Gott, resilience

constituted the generic term for the "elasticity" of gases and liquids and the "springiness" of solid bodies. For Robert Greene, resilience meant balancing forces acting on elastic bodies and materials.

As with Richard Allestree (1684), Greene (1727) "adapted the physics phrase as a metaphor to the soul-forces, where "resilience of the soul" with Allestree and "resilience of the mind" with Greene defined the ability to regain one's courage following emotional stress" (Göbbling-Reisemann, Hellige, & Thier, 2018, p.6). However, although the concept of resilience in the sense of mental recovery from stress, shocks, and loads frequently appears in the following literature, serious study into psychological resilience did not begin until the mid-twentieth century.

Psychological research began to take an interest in regaining individual and social psychological stability following World War I, with an emphasis on rehabilitation from war experiences and disasters. Psychology has now acknowledged "resilience" as a component of the emotional behavior repertoire and begun the process of enhancing both individual and social "resistance and resilience to disasters" (Gürtler et al., 2010, as cited by Göbbling-Reisemann, Hellige, & Thier, 2018). Since the mid-1950s, psychological research has centered on the resilience idea, intending to overcome "disasters" and "breakdowns" of the psyche through the enhancement of individual toughness and the activation of defense mechanisms against "systemic vulnerability." Resilience quickly established itself as a word of art in psychology to refer to a system's capacity to recover from acute disruptions and stressful circumstances and an indicator of its chance of survival (Höhler 2014).

Despite the multidisciplinary nature of resilience, it is still very hard to find an exact definition. Nevertheless, at its most foundational meaning, resilience refers to good adaptation or the capacity to maintain or reclaim mental health in the face of adversity. Definitions have developed in lockstep with advances in scientific knowledge. Researchers from the fields of psychology, psychiatry, sociology, and, more recently, biological disciplines such as genetics, epigenetics, endocrinology, and neuroscience, are studying resilience. However, there is no agreement on an operational definition. The primary question is how certain people are able to overcome hardship without experiencing harmful physical or mental health consequences.

Questions and interests about human behavior have long been a source of fascination for science. For centuries, the human capacity to function in the face of adversity and death has been at the center of studies (Campbell, 1970; Cicchetti, 2006; Richardson, 2002 as cited by Doty, 2010). Nevertheless, a systematic study of resilience, on the other hand, did not begin until the 1960s and 1970s. The concept of resilience is widely believed to have originated with the persistent, comprehensive effort to study mental health (Masten, 2006). According to the essential and relevant literature, resilience is defined as positive psychological functioning or outcome despite exposure to risk experiences or stress expected to have a negative impact on one's psychological wellbeing in the future (Bonanno, 2004; Masten, 2001; Rutter, 2006). This definition and the theory that underpins it has developed into significant concepts in various fields of scientific research such as developmental and clinical psychology, trauma, and disaster studies and are increasingly being used in humanitarian and intervention programs.

All the findings from this diverse field of knowledge have contributed to the years-long development of the construct of resilience and are frequently divided into several waves of research. The first wave is highlighted by the efforts of Norman Garmezy, Lois Murphy, Michael Rutter, Alan Sroufe, Arnold Sameroff, and Emmy Werner. They sought to determine which characteristics in child development, often referred to as risk and protective factors, were liable for healthy or unhealthy psychological functioning as a result of circumstances both internal and external to the individual (Doty, 2010). This brought the development of a "shortlist" of such characteristics, which are typically regarded as protective factors associated with normative functioning in high-risk situations. Protective factors include positive self-perception, solid cognitive abilities, close relationships with others, and access to healthcare. Risk factors include parental mental illness, a lack of internal locus of control, and low educational achievement (Masten & Barnes, 2018). The list is illustrated in Table 1.

TABLE 1 SHORTLIST OF COMMON RESILIENCE FACTORS FOR CHILD DEVELOPMENT (MASTEN & BARNES, 2018, P.6)

<p>Caring family, sensitive caregiving (nurturing family members)</p> <p>Close relationships, emotional security, belonging (family cohesion, belonging)</p> <p>Skilled parenting (skilled family management)</p> <p>Agency, motivation to adapt (active coping, mastery)</p> <p>Problem-solving skills, planning, executive function skills (collaborative problem-solving, family flexibility)</p> <p>Self-regulation skills, emotion regulation (co-regulation, balancing family needs)</p> <p>Self-efficacy, positive view of the self or identity (positive views of family and family identity)</p> <p>Hope, faith, optimism (hope, faith, optimism, positive family outlook)</p> <p>Meaning-making, belief life has meaning (coherence, family purpose, collective meaning-making)</p> <p>Routines and rituals (family routines and rituals, family role organization)</p> <p>Engagement in a well-functioning school</p> <p>Connections with well-functioning communities</p>
<p><i>Note:</i> Promotive/protective factors from the child literature are listed with corresponding family factors in parentheses.</p>

The second wave gained popularity as an investigation into the processes associated with the shortlist items. Researchers questioned the extent to which risk and protection indeed maintain, enhance, or disrupt healthy functioning (Masten & Garnezy, 1985). The third wave was prompted by a desire to accelerate the translation of resilience research into the disciplines of psychiatry and clinical psychology. Moreover, the third wave is characterized by a renewed social commitment to enlightening the domains of prevention, intervention, and policy science, all of which sought to improve the lives of at-risk children (Luthar & Cicchetti, 2000). The fourth wave consists of an effort to link the first three waves of resilience research throughout various levels of abstraction, such as biological, environmental, and psychological systems. According to Masten (2007), this wave may be a subset of a more significant wave of transdisciplinary scientific research. Like this, the construct has a much better likelihood of expanding its significance further (Lester, Masten, & McEwen 2006; Rutter, 2006), thus entering its fifth wave of research.

On the other hand, Richardson (2002) proposed that the history of resilience research that led to the development of the theory of resilience described later can be classified

into three subareas, which he labeled as "waves". The first wave of research sought to identify the characteristics (i.e., protective factors) of individuals who respond positively to adverse life circumstances. The second wave of research looked at resilience in relation to coping with stressors, adversity, change, and opportunity. Finally, the third wave of research focused on identifying the motivational forces that drive individuals and groups toward self-actualization. Table 2 shows the three waves or resilience inquiry.

TABLE 2 RESILIENCE THEORY DEVELOPMENTAL WAVES (RICHARDSON, 2002, P. 308)

<i>Three Wave of Resiliency Inquiry</i>		
	Description	Outcome
First Wave: Resilient Qualities	Phenomenological descriptions of resilient qualities of individuals and support systems that predict social and personal success.	List of qualities, assets, or protective factors that help people grow through adversity (i.e., self-esteem, self-efficacy, support systems, etc.)
Second Wave: The Resiliency Process	Resiliency is the process of coping with stressors, adversity, change, or opportunity in a manner that results in the identification, fortification, and enrichment of protective factors.	Describes the disruptive and reintegrative process of acquiring the desired resilient qualities described in the first wave; A model that helps clients and students to chose between resilient reintegration, reintegration back to the comfort zone, or reintegration with loss.
Third Wave: Innate Resilience	Postmodern multidisciplinary identification of motivational forces within individuals and groups and the creation of experiences that foster the activation and utilization of the forces.	Helps clients and students to discover and apply the force that drives a person toward self-actualization and to resiliently reintegrate from disruptions.

Recent research has expanded the definition of resilience, incorporating wellbeing and health in an individual's lifetime. For example, as cited by Hirani (2016), research done on nurses have investigated resilience in a variety of contexts, such as physical illness (West et al. 2011, Edward 2013, Yang et al. 2014); mental illness (Edward 2005, Edward et al. 2009, Zauszniewski & Bekhet 2010); nursing education (Jackson et al. 2012, Thomas et al. 2012, Stephens 2013); and workplace and organizational settings (Jackson et al. 2012, Thomas et al. Gillespie et al. 2007, Jackson et al. 2007, Zander et al. 2013).

2.2.2 Theories

According to the American Psychological Association (2020), resilience is defined as "the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress." Moreover, Meredith et al. (2011, as cited by Teng et al., 2020) conducted a comprehensive review of the resilience literature and discovered that previous researchers had proposed 104 definitions of the construct. These definitions varied in their emphasis on:

1. The individual's fundamental abilities.
2. The capacity to adjust to adverse events.
3. The presence of documentation illustrating positive changes following adversity.

For example, according to some definitions of resilience, the construct is an inherited capacity in individuals (Masten & Narayan, 2012). Others describe it as an individual's capacity to maintain stable functioning in a highly stressful or traumatic event (Bonanno, 2004). Yet others describe resilience as a reflection of the growth and positive changes following an adverse event (Maguen, Vogt, King, King, & Litz, 2006 as cited by Britt et al., 2016).

It is critical to specify whether resilience is viewed as a trait, a process, or an outcome when trying to define it, and it is frequently a binary approach that might be chosen when determining whether resilience can be found or not. But even so, resilience is more likely to be present on a continuum, with varying degrees of manifestation across multiple aspects of living (Pietrzak & Southwick, 2011). For example, a person who adjusts well to stress in the workplace or academic environment may find it difficult to adjust in their personal life. Multiple domains of life must be taken into account when considering resilience, and people commonly differ in their ability to function across fields (Masten, 2007). Psychological resilience has been conceptualized as a process that is changing over time.

According to Luthar et al. (2000, p.543), resilience is a "dynamic process encompassing positive adaptation within the context of the significant adversary", meaning the effects of resilience will depend on when it is used and the situation. For example, a person's positive reaction towards a stressor does not predict that the same response will come for the same adversity in another moment in life. Moreover, this theory has as critical

elements the three kinds of protective factors which change accordingly to the conditions: protective-stabilizing, which means that the attribute shows stability as a competence in the face of increasing risk; protective-enhancing which means that engagement with stress brings an enhancement of the competence when facing increased risk; protective but reactive means when the attribute gives benefits in general but less so when stress levels are high compared to low (Luthar et al., 2000). Figure 1 provides a visual explanation of the relationship described above.

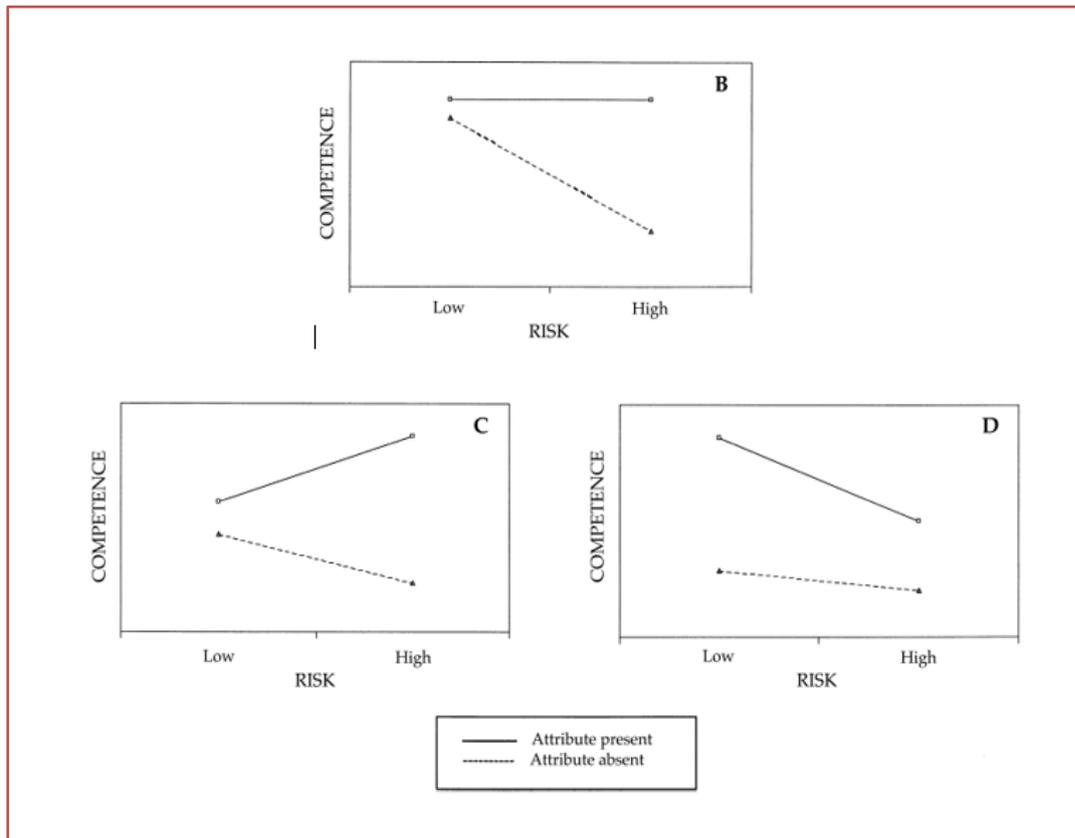


FIGURE 1 PROTECTIVE FACTORS SEEN AS AN INTERACTION BETWEEN RISK AND COMPETENCE (LUTHAR ET AL., 2000, P. 547): (B) PROTECTIVE-STABILIZING, (C) PROTECTIVE-ENHANCING, (D) PROTECTIVE-REACTIVE

Furthermore, Galli and Vealey (2008) concluded in a study of resilience among elite athletes that a crucial component of resilience is the process of agitation, in which individuals employ a variety of coping strategies to deal with the conjunction of negative emotion and psychological struggles. Furthermore, it was reported that the positive adaptation came little by little and quite often required numerous cognitive shifts. Such results endorse the concept presented by Egeland et al. (1993) that resilience is an ability that evolves over time due to interactions between people and their environments.

The contemporary stress, emotion, and performance theory highlight people's relational meaning from their response to the environment. The meta-model of stress, emotions, and performance is a recent theoretical model that sheds new light on the role of resilience in the stress process (Fletcher & Scott, 2010). In a nutshell, the model's primary claim is that stressors originate in the environment in which an individual operates, are influenced by perceptual processes, assessment, and coping, and result in either positive or negative responses, feeling states, and outcomes. As cited by Fletcher and Sarkar (2013), this process is intervened by a variety of individual and situational characteristics, including positive affect, self-efficacy, and self-esteem (Ganster & Schaubroeck, 1995). Furthermore, the meta-model indicates that these resilience-related factors have an effect on various phases of the stress process, including an individual's assessment of stressors, the choice of coping strategies, and the meta-cognitions in response to felt emotions. It should be noted that many theories have been developed and proposed by researchers over the years. In this paper, a few of them which are found relevant to the topic will be mentioned. However, most of them include the concept of resilience as an evolving process over time. Moreover, it is seen that different theories emphasize different factors in their explanation of the process of resilience. For instance, the conceptual model for community and youth resilience (Brennan, 2008) draws attention to social support while the conceptual model of medical students' wellbeing (Dunn, Iglewicz & Mountier, 2008) emphasizes that personality and temperament factors are crucial for resilience.

One of the theories which is applied to different groups of individuals in adversity is the metatheory of resilience (Richardson, Neiger, Jensen, & Kumpfer, 1990; Richardson, 2002 as cited by Sarkar & Fletcher, 2017)). According to the model, resilience begins with a state of biopsychospiritual homeostasis, or a comfortable zone where an individual is physically, mentally, and spiritually balanced. Disruption of this homeostatic state occurs when an individual lacks the necessary resources (i.e., protective factors) to buffer against stressors, adversities, or life events. Individuals who have been subjected to disruption will eventually adjust and begin the process of reintegration. This process results in one of four outcomes: resilient reintegration (disruption results in the acquisition of additional protective factors and a new, more significant level of homeostasis); homeostatic reintegration (individuals remain in their comfort zones in an attempt to "just get through" the situation); reintegration with loss (individuals lose protective fac-

tors and get the decreased level of homeostasis); and dysfunctional reintegration (individuals explore harmful behavior like substance abuse) (Sarkar & Fletcher, 2017).

Another interesting and relevant theory for this study is the Shame Resilience Theory. It is an effort to identify shame and its repercussions while also understanding how people respond to it. Brené Brown, in her study conducted in 2006 and presented in the 'Shame Resilience Theory: A Grounded Theory Study on Women and Shame' paper, identifies three concepts that are correlated with the feeling of shame: feeling powerless, trapped, and feeling isolated. Shame triggers might differ according to cultures and individuals. However, Brown (2006, p.46) mentions that "appearance and body image, sexuality, family, motherhood, parenting, professional identity and work, mental and physical health, aging, religion, speaking out, and surviving trauma" is universal for every woman. According to Shame Resilience Theory, shame resilience is achieved by reducing the feelings of isolation and being trapped in a powerless state while raising empathy by having more connections, feeling free and powerful (Brown, 2006). In Figure 2, it is explained how shame resilience works by making someone move from shame to empathy.

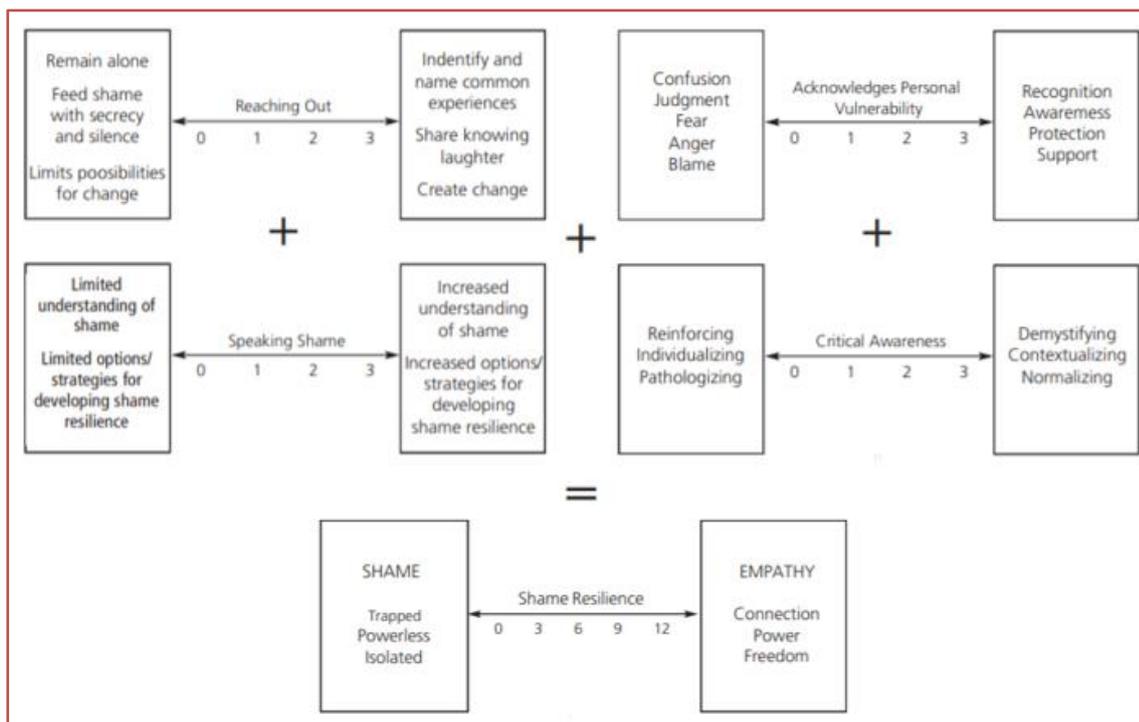


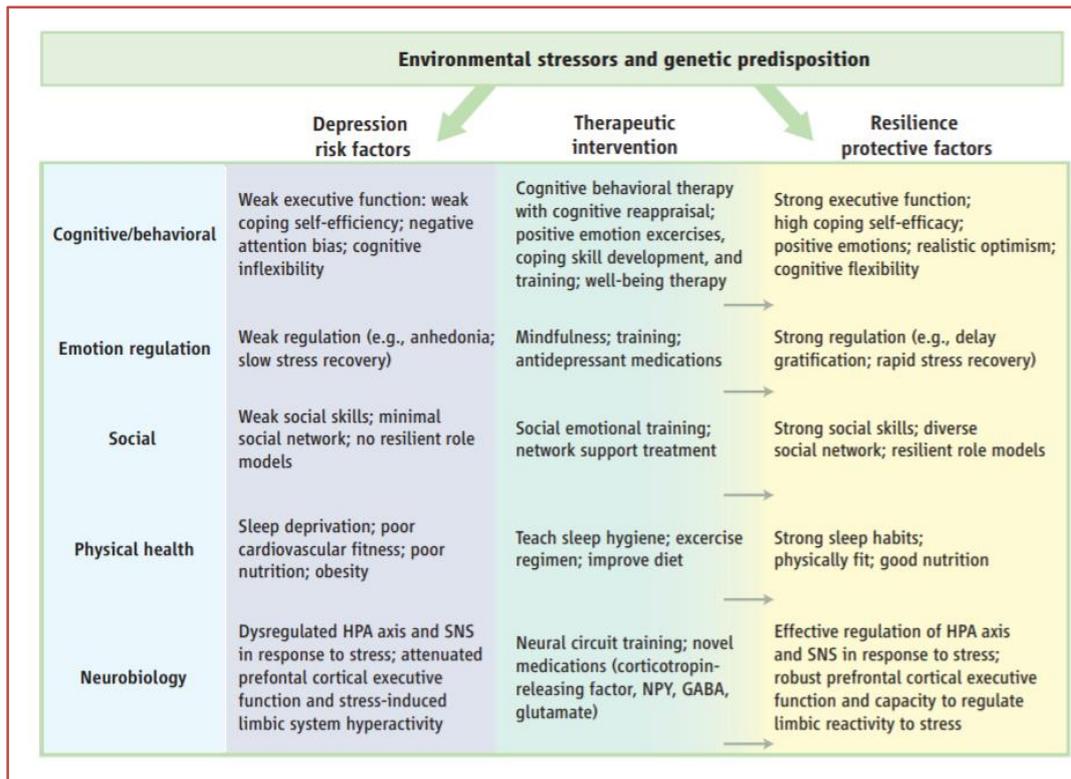
FIGURE 2 SHAME RESILIENCE THEORY (BROWN, 2006 P. 47)

Furthermore, theories about resilience have been developed about communities as well. According to Magis (2010, p.401), community resilience is defined as "the existence,

development, and engagement of community resources by community members to thrive in an environment characterized by change, uncertainty, unpredictability, and surprise." Moreover, individual mental health and personal development are also critical for a social system's capacity to unite and collaborate toward a common goal or objective (Berkes & Ross, 2013). Therefore, community resilience is primarily concerned with identifying and developing individual and community strengths and establishing the practices that support resilience-promoting factors (Buikstra et al., 2010). Additionally, it seeks to understand how communities combine these assets to foster self-organization and agency, which contributes to a collective process of overcoming obstacles and adversity (Berkes & Ross, 2013). Furthermore, it is viewed as an ongoing process of personal development through adaptation in the face of adversity and thus plays a critical role in social work contexts (Almedom, Tesfamichael, Mohammed, Mascie-Taylor, & Alemu, 2007 as cited by Moore, 2021).

A significant contribution to the science of resilience has been made by Southwick and Charney (2012) in their article "The science of resilience: implications for the prevention and treatment of depression." The study tries to understand why some individuals are more resilient than others. For this reason, the authors have considered factors such as biological, spiritual, and social (Southwick & Charney, 2012). They concluded (p. 82) that "Risk and protective factors generally have additive and interactive effects so that having multiple genetic, developmental, neurobiological, and/or psychosocial risk factors will increase allostatic load or stress vulnerability, whereas having and enhancing multiple protective factors will increase the likelihood of stress resilience." Table 3 gives a summary of their findings.

TABLE 3 RESILIENCE THEORY (SOUTHWICK & CHARNEY, 2012, P. 81)



Accordingly, each area that was studied had its own implications. When genetics and environment were studied, findings suggested that resilience can be promoted by changes in the psychosocial or biological environment as the vulnerability genes interact with the environment (Rende 2012, as cited by Niitsu et al., 2019). Moreover, cognitive and psychological interventions are valued because when individuals believe that the demands of a stressful circumstance are more significant than their capabilities and external resources, they perceive the situation as a threat. The effect is detrimental to their emotional and behavioral responses and increases their risk of developing depression. However, on the other hand, if individuals believe they possess the necessary abilities and expertise to deal well with adversity, they are more inclined to see the situation positively. A number of therapies are well known to help improve how someone sees their problem or adversity. Interventions can also be done toward the social support that an individual can have, as it has been shown that there is a link between depression, death rates, PTSD, and social support. Training that enhances prosocial behavior has a positive effect (Southwick & Charney, 2012).

One more studied area was neurobiology and any intervention that could increase an individual's resilience. According to Southwick and Charney (2012, p.81), "it may also be possible to develop pharmacological and/or psychotherapeutic interventions to help regulate neural pathways believed to be critical to resilience, including pathways involved in emotion regulation, attention, positive versus negative outlook, reward and motivation, sensitivity to context, response to fear, learning and memory, adaptive social behaviors, and speed of recovery from stress." Other interventions, including mindfulness meditation and cognitive reappraisal, positively impact some neural circuits. Finally, physical health was also studied and accepted as an important influence in resilience; therefore, interventions will only result in positive outcomes. Dietary quality, the ability for relaxation, exercise intensity, and quantity and quality of sleep all have a role in the stress response from the body and brain (Karatsoreos & McEwen, 2011).

Finally, it is essential to mention the resilience theory presented by Seligman (1990), the three Ps. It introduces three emotions that come alive in stressful situations and adversities; by tackling them, individuals increase their chances of having more positive approaches toward hardships. They may also master how to better deal with them.

- **Permanence:** Believing that negative experiences or situations are permanent rather than temporary or one-time occurrences. Permanence inhibits individuals from putting out the effort to improve their condition, leaving them feeling overwhelmed and hopeless. According to Seligman (2006, p.87), "permanent explanations for bad events produce long-lasting helplessness and temporary explanations produce resilience."
- **Pervasiveness** is the assumption that an adverse event or situation spreads in several other areas of life. Helplessness is produced by universal explanations in various circumstances, whereas particular explanations make helplessness just in the problematic region (Seligman, 1990).
- **Personalization:** The internalization of issues or failure is a cognitive distortion. When individuals hold themselves responsible for adverse events, they heap unwarranted guilt on themselves and make it more difficult to recover. Seligman mentions that this dimension is the easiest to understand and also overrate. The first two are critical dimensions because they control an individual's reaction: what they do and how they react in many situations (Seligman, 1990).

2.2.3 Wellbeing

As mentioned in the introduction section, it is in the interest of this research to understand the relationship between wellbeing and resilience. To analyze the relationship between these two concepts, it is important to review the literature concerning wellbeing and grasp a better understanding of it.

Human flourishing has several definitions and theories, but it may be broadly characterized as feeling well and performing well in life (Huppert & So, 2013). Flourishing is the state of being happy with one's life. It is a balance between feeling well and doing well. Flourishing is equivalent to very well-established mental health (Huppert 2009a, b; Keyes 2002; Ryff and Singer 1998 as cited by Huppert & So, 2013). According to Fredrickson and Losadato (2005) to flourish implies to live in a state of kindness, generativity, growth, and resilience. This concept draws on ground-breaking research that assesses mental health positively rather than negatively. Moreover, one of the findings mentioned in their research was the following: "Human flourishing is optimal functioning characterized by four key components: (a) goodness, indexed by happiness, satisfaction, and superior functioning; (b) generativity, indexed by broadened thought–action repertoires and behavioral flexibility; (c) growth, indexed by gains in enduring personal and social resources; and (d) resilience, indexed by survival and growth in the aftermath of adversity. Each of these four components will be linked to positivity ratios at or above 2.9." (Fredrickson & Losadato 2005, p. 685).

According to Seligman's (2018) PERMA theory, flourishing results from five dimensions of wellbeing: Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. Each dimension interacts with the others to generate a more significant construct that forecasts the flourishing of groups, communities, organizations, and countries. Moreover, each of the PERMA components has been shown to have a substantial positive correlation with physical health, energy, work satisfaction, life satisfaction, and organizational commitment (Kern, Waters, Alder, & White, 2014).

The PERMA theory of wellbeing takes a holistic approach to defining what it means to prosper in life. For example, as cited by Khaw and Kern (2014), individuals who are supported by close connections, family, and support groups have a stronger sense of wellbeing and are less prone to illness and early mortality, while loneliness is a signifi-

cant risk factor for poor health and impaired functioning (Hawkey & Cacioppo, 2010; Perissinotto, Cenzer, & Covinsky, 2012). Additionally, studies have shown a link between good affect and favorable health outcomes, including a reduced incidence of morbidity and reported symptoms and discomfort (Howell, Kern, & Lyubormirsky, 2007; Pressman & Cohen, 2005 as cited by Khaw & Kern, 2014). However, the theory of wellbeing is only as good as its capacity to be scientifically measured and tested. Butler and Kern (2014) have designed and verified the PERMA-Profiler to assess the components of PERMA thoroughly. The PERMA-Profiler employs a multidimensional method to capture the distinctiveness of the numerous variables.

- **Positive emotions** - Hope, curiosity, joy, love, compassion, pride, amusement, and thankfulness are all examples of positive emotions; thus, it encompasses much more than just 'happiness.' They are a crucial sign of thriving, and they may be nurtured or learned in order to enhance one's wellbeing (Fredrickson, 2001). When people can investigate, relish, and incorporate pleasant feelings into their everyday lives, their systematic thinking and behavior improve. Positivity has the power to offset the debilitating effects of negativity and boost one's capacity to cope and show more resilience (Tugade & Fredrickson, 2004). They also aid people in developing the physical, psychological, intellectual, and social resources necessary for resilience and general wellbeing.
- **Engagement** - Engagement is a term that refers to a solid psychological bond (e.g., being interested, involved, and immersed) with a specific activity, organization, or cause. Complete involvement has been characterized as a state of flow. Seligman embraced the notion of "flow" popularized by Csikszentmihalyi and LeFevre (1989). Flow is described as the state of being completely immersed in an activity and while lacking self-consciousness. It is the ability to live in the present moment and devote all of one's attention to the work at hand. According to them, flow comes from the perfect blend of difficulty and skill/strength. When people use their top character traits, they are more inclined to perceive flow. The results of a six-month study found that those who tried new methods of using their abilities every day for a week were happier and less depressed (Seligman, Steen, Park, & Peterson, 2005).
- **Relationships** - Involve all of an individual's relationships with partners, friends, family members, co-workers, bosses/mentors/supervisors, and the broader

community. In the PERMA model, relationships relate to the experience of being supported, loved, and respected by others. According to the notion, people are naturally social creatures who form connections with one another (Seligman, 2012). The social environment is crucial in avoiding cognitive decline, and robust social networks have been associated with improved physical health in older persons (Siedlecki et al., 2014). The relationships with those closest to them are something that many people strive to better. It has been shown that sharing good news or celebrating achievements may help to deepen friendships and improve relationships (Siedlecki et al., 2014). Additionally, reacting passionately to others, especially in close or personal relationships, fosters connection, well-being, and fulfillment.

- **Meaning** - Another inherent human feature is the need for meaning and the desire to feel valued and worthwhile. Meaning, according to Seligman (2012), is defined as a feeling of belonging to and/or service to something greater than oneself. When faced with severe struggle or misfortune, persons who have a sense of purpose in life are better able to concentrate on what is really important in life.. Everyone's definition of meaning or purpose in life is unique. The pursuit of meaning might take the form of a vocation, a social or political cause, a creative effort, or a religious or spiritual conviction. It may be discovered via a profession or extracurricular, volunteer, or community activities. Personal values influence one's feeling of purpose in life, and people who report having a sense of purpose in life live longer, are more content with their lives, and have fewer health problems than those who do not (Kashdan, Mishra, Breen, & Froh, 2009).
- **Accomplishment** - Accomplishment is also referred to as mastery in PERMA. It is the pursuit and attainment of goals, the completion of a quest, and the self-motivation to finish the work at hand that provide a sense of accomplishment. This has an impact on people's well-being because they may be able to look back on their lives with a sense of accomplishment (Seligman, 2012). It encompasses the principles of determination and a desire to succeed. However, thriving and wellbeing occur when achievement is linked to an internal desire, attaining intrinsic objectives like progress and connection results in a more significant increase in wellbeing than pursuing external goals such as wealth (Seligman, 2012).

Additionally, the theory of wellbeing also includes other dimensions. One of them is physical activity. Several studies have shown a correlation between physical exercise and wellbeing. For example, negative emotions are linked to an increased risk of physical disease and bad health practices, and those suffering from mental illness are more likely to be physically inactive (Hyde et al., 2013). In addition, while being active has obvious physical advantages, increased movement or exercise also reduces feelings of despair, anxiety, and loneliness and improves mental concentration and clarity (Hyde et al., 2013).

The next one is sleep. According to neuroimaging and neurochemistry studies, enough sleep promotes mental and emotional resilience, while sleep deficiency results in negative thinking and emotional vulnerability (Harvard Medical School, 2019). Additionally, sleep issues are more prevalent in persons who suffer from psychiatric diseases and may raise the chance of acquiring mental illness. Insomnia, in particular, increases the chance of getting depression. Therefore, it is advisable to get seven to nine hours of excellent sleep simultaneously each night (Harvard Medical School, 2019). Changes in lifestyle, such as abstaining from coffee, nicotine, and alcohol; increasing physical activity; reducing screen time; and reserving the bedroom exclusively for sleeping, may all help improve sleep quality. Relaxation methods and cognitive-behavioral strategies for stress and anxiety reduction may also be beneficial for sleep and general wellbeing.

Finally, nutrition also holds a crucial part in wellbeing. While malnourishment contributes to physical health issues such as obesity, diabetes, heart disease, and even cancer, substantial evidence demonstrates a link between diet and mental health (Stranges et al., 2014). Consuming a well-balanced diet rich in vegetables and nutrients while avoiding processed or sugary meals has been linked to increased happiness. Individuals who consumed more fruits and vegetables reported feeling more content (Stranges et al., 2014). According to a data review on children and adolescents, an unhealthy diet was associated with poor mental health. A Mediterranean diet rich in fruits, legumes, vegetables, nuts, cereals, beans, fish, grain, and unsaturated fats has been demonstrated to alleviate symptoms of depression and give lots of new physical health advantages (Parletta et al., 2017).

2.2.3.1 Subjective wellbeing

A review of the literature on Subjective Wellbeing (SWB) is concerned with how and why individuals have pleasant experiences in their lives, encompassing both cognitive judgments and emotional responses. As a result, it includes research that has utilized terminology like happiness, contentment, morale and positive affect to describe their findings (Diener, 1984). The definitions of SWB and happiness have been divided into three categories. The first defines happiness according to external criteria such as an individual's virtues or success. These definitions are normative and do not see happiness as subjective, but they tend to see the desirable qualities that it should have. The second category includes definitions that attempt to ascertain why individuals see their lives as good. From this notion of subjective wellbeing, the word "life satisfaction" was developed, which is based on the respondent's criteria for defining what constitutes a good life. Finally, the third definition of happiness is most consistent with how the word is used in everyday language, indicating a predominance of good and negative affect. As a result, this definition of subjective wellbeing emphasizes pleasurable emotional experiences (Diener, 1984).

There is a wide range of concepts covered by SWB, varying from the transient experiences of individuals' daily lives to the far bigger global judgments that they make in general (Kim-Prieto et al., 2005). However, there are three distinguishing characteristics in the field of subjective wellbeing: In the first place, it is a matter of personal opinion. Second, subjective wellbeing measures often contain a global evaluation of all areas of a person's life. Third, subjective wellbeing measurements typically include a positive measure of mental health (Diener, 1984). Finally, they are regarded as separate yet interconnected due to the fact that humans prefer to form assessments of happiness based on the emotional experiences they have (Tov & Diener, 2013).

Empirical data suggests that subjective wellbeing has an objective influence on a wide variety of behavioral characteristics and life outcomes and that it does not simply follow from these traits and results. As a matter of fact, there is a dynamic link between happiness and other significant parts of individuals' lives, with consequences flowing in both ways. In experimental studies in which participants' moods and emotions are produced, and their activities are compared to those of a control group, it has been shown that happy moods promote creativity, sociability, altruism, and advantageous physiological

patterns compared to negative moods (De Neve et al., 2013). In addition, subjective wellbeing is shown to be a predictor of future health, mortality, productivity, and income when other potential variables are taken into account statistically. The predictions from conditions to subjective wellbeing are also positive, contributing to the creation of feedback loops that may increase the longer-term happiness impacts.

Whilst high subjective wellbeing has been shown to improve people's ability to perform, it is not a solution or a cure to everything. People who are happy might grow ill and lose their friends. Not all contented individuals are also effective employees. Happiness is similar to every other component that contributes to good health and functioning: if all other factors are equal, it is likely (but not guaranteed) to be beneficial. It goes without saying that many other qualities, such as personality, intellect, and social capital, are equally necessary for effective functioning (De Neve et al., 2013).

In the early stages of research, there is some evidence concerning the mechanisms that mediate between happiness and favorable consequences. For example, higher levels of pleasure are related to higher levels of teamwork, motivation, and creativity, all of which are essential for business success and in life in general. Depressive disorders, on the other hand, cause difficulties like sickness and a greater likelihood of abandoning one's job, all of which contribute to lower levels of success in the workplace. On the other hand, positive emotions strengthen the immune system and reduce the risk of cardiovascular disease (De Neve et al., 2013). At the same time, anxiety and sadness are associated with worse health habits and problematic physiological signs, such as inflammation. As a result, using the mediating mechanisms that are now being discovered, it is possible to understand the causal mechanism of pleasure on health and lifespan. Research in the realm of neuroscience offers further opportunities for fresh scientific insights into the mediation connections between happiness and a variety of behavioral characteristics and socioeconomic consequences of particular importance (De Neve et al., 2013).

The two main components of subjective wellbeing, the affective one and the cognitive one, are correlated; nevertheless, they have been evaluated separately. The cognitive component of wellbeing, also called life satisfaction, allows individuals to assess their own life quality according to their personal criteria (Shin & Johnson, 1978 as cited by Pavot & Diener, 1993). Satisfaction with Life Scale (SWLS) was developed by re-

searchers Diener, Emmons, Larsen, and Griffin (1985), and it was first published in the *Journal of Personality Assessment*. Using this scale, the individual's cognitive evaluation of the level of satisfaction with life can be assessed globally (Pavot & Diener, 1993). The SWLS is a simple and brief questionnaire consisting of just five statements. The psychometric qualities of the SWLS have been studied thoroughly and investigated in diverse populations as well as in many cultures and countries (Morrison et al., 2011).

2.2.4 Wellbeing and resilience

Wellbeing is one of the most important factors in a person's ability to grow and mature throughout their life. Therefore, it is realistic to assume that as people's adaptive ability changes to meet their changing demands, they must also modify their psychological wellbeing. This is especially true as they enter the second part of their lives (Ryff 1989, as cited by Mayordomo et al., 2016). Resilience is a concept that is associated with adapting to change and achieving objectives. According to Luthar et al. (2015), resilience is described as a phenomenon defined by good results in the face of risks to adaptation or development, in which individuals may emerge even stronger from a circumstance, strengthening their coping methods and so enhancing their adaption and wellbeing. Resilient people may benefit from cultivating happy emotions because pleasant emotions may help them recover from negative emotional stimulation more quickly (Tugade & Fredrickson, 2004). For example, a person's ability to think more broadly and pay more attention may be boosted by positive emotions, which can lead to an increase in his or her sense of wellbeing (Fredrickson, 2001).

According to Mayordomo et al. (2016), people's capacity to cope with adversity is determined by their personal and environmental circumstances. A person's ability to bounce back from or even escape the worst effects of adversity is a sign of personal resilience. Individuals who have experienced adversity have reported changes in factors such as their perspective of themselves, their philosophy of life, and their scale of values, and also the improvement of personal connections, all of which have been linked to wellbeing (Calhoun & Tedeschi, 2006, as cited by Mayordomo et al., 2016). A research on young adults (17–27 years old) found that those with higher levels of resilience reported higher levels of life satisfaction (Limonero et al., 2012). Research reveals that problem-focused coping is highly associated with positive results in the long run. An

adaptive benefit of a balanced mood state is that it helps to promote good physical health and wellbeing (Smith et al., 2015).

Therefore, it is possible to establish a link between resilience and psychological wellbeing. Resilience is a notion that may assist individuals in coping with life's ups and downs and thereby achieving psychological wellbeing. Resilience helps people recognize their own resources and capabilities, allowing them to better handle the situations in which they carry out their daily lives, defining new targets and goals and viable strategies to reach them (Mayordomo et al., 2016).

2.3 Resilience at the workplace

Looking at the past two years, with the global pandemic hitting the entire world hard and seeing its effect on people's lives and economy, it is undeniable that we are living in times of uncertainty. This has caused many psychological responses like stress, burnout, anxiety, etc. However, other factors have always been around to cause work-related stress. The rise of work-related stress injuries can also be attributed to the greater amount of output required from fewer employees, replaced by sophisticated technologies. However, a significant amount of work is still required from them. According to Winwood et al. (2013), several countries have reported having very high costs related to those injuries. For an organization, those costs come in the form of reimbursement, lost time from the injuries, healthcare costs, employee resignation, which is directly related to rehiring and retraining costs. Besides high work demand, bullying on the job is a severe issue in any occupation or organization. Bullying situations in the workplace are highly stressful and have a detrimental effect on the health of employees who are subjected to them.

Occupational stress has been continually associated with negative personal outcomes such as increased rates of depression and anxiety, secondary traumatic stress, emotional exhaustion, and burnout, including a variety of employee results such as decreased job performances (Figley, 2002; Bride et al., 2007 as cited by Rees et al., 2015).

But what is stress? It is found hard to give a specific definition of stress among numerous research and studies done on the topic. Selye (1959) is considered one of the founders of stress research and has given a physiological definition of stress impact in our bodies. In one of his papers, he states that "stress is a state manifested by a specific syn-

drome which consists of all the non-specifically induced changes in a biologic system" (p. 403). According to him, although it may have its characteristics, the specific cause can not be determined. Systematic stress generates G.A.S, which stands for 'General Adaptation Syndrome' and has three phases. The first phase is the *alarm reaction*, which is a shock phase by a stimulus. The second phase is the *resistance* one, where the body's responses to the initial shock seem to disappear. However, if the stimulation is persistent, the third phase happens, which is the stage of *exhaustion*. At this point, the body can no longer adapt to the stressor. Therefore, the exhaustion brings back to phase one, but this time there is no more resistance; hence tissues can get damaged, and the organism will be affected.

Moreover, psychological stress is another stress theory that was developed by Lazarus. 'Psychological stress refers to a relationship with the environment that the person appraises as significant for his or her wellbeing and in which the demands tax or exceed available coping resources' (Lazarus and Folkman 1986, p. 63). Appraisal and coping are two key concepts in any psychological stress theory (Lazarus 1993, as cited by Krohne, 2002). Assumptions about the meaning and result of an encounter are founded on the concept of appraisal. An environment that is objectively the same for each person might have varying quality, intensity, and duration of an evoked feeling. A certain pattern of assessments is expected to create, maintain, and finally change the resultant condition. A lot of personal and environmental variables influence these judgments. Personal characteristics such as motivation, objectives, beliefs, and general expectations are critical. Predictability, controllability, and the likelihood of a stressful occurrence are important situational characteristics (Lazarus & Launier, 1978 as cited by Krohne, 2002).

Furthermore, as the second key concept of psychological stress theory, coping is directly related to the principle of cognitive evaluation and, as a result, to the stress-relevant person-environment transactions (Lazarus & Folkman, 1986). There are conflicting pressures from both external and internal sources that are managed, tolerated, or reduced by cognitive and behavioral efforts. The following implications can be withdrawn from this definition: a) Coping acts are not categorized according to their consequences but rather according to the features of the coping process itself. b) Individuals have both behavioral and cognitive responses as a result of this process. c) Coping is composed of

a series of discrete activities ordered sequentially to produce a coping episode in most circumstances. In addition, distinct parts of a stressful encounter might be targeted by different coping activities. d) Distinct coping activities that are focused on different components of a stressful encounter may be used to target different portions of a stressful encounter. These coping activities may be distinguished by their concentration on different elements of a stressful encounter (Lazarus & Folkman, 1986).

Finally, the stress theory of resources, unlike the methods explored so far, focuses on the resources that maintain wellbeing in the face of stressful interactions. As cited by Krohne (2002), Hobfoll's (1989) theory of stress states that individuals can be under stress because of one of the three contexts: when they endure a loss of resources, when their resources are endangered, or when they spend their resources without gaining anything in return. Furthermore, resources can be categorized as condition resources, including relationship and employment status, object resources such as home and clothing, personal resources such as skills, and energy resources, which might consist of money or knowledge that can help obtain some of the other resources mentioned above.

Stress causes behavioral, neurochemical, and immunological changes that should be adaptive. If these systems are overtaxed, the organism may become pathological. If they are prolonged, biological changes may also negatively impact an organism's health. In addition, factors such as stressors' features, biological parameters of the individuals such as age, gender, and genetics, and the individual's prior stressor history and early life experiences may all influence an individual's reaction to environmental stressors. Finally, these elements combine to define the organism's biological responses to external stressors; consequently, the stressor effect varies significantly amongst individuals (Anisman & Merali, 1999).

Furthermore, this study needs to understand occupational stress as well. According to Beehr and Newman (1978), "job stress refers to a situation wherein job-related factors interact with a worker to change (i.e., disrupt or enhance) his or her psychological and/or physiological condition such that the person (i.e., mind-body) is forced to deviate from normal functioning" (p. 670). It is critical to recognize that stress responses range from mild and transient to severe and persistent. Occupational stress is mainly a result of how a person appraises a work-related stressor, and this appraisal process is highly individual (Finlay-Jones, 2014). Stress at work can impair the performance, potentially

jeopardizing work performance, and chronic stress can impair attention and decision-making skills (Skosnik et al., 2000). It also brings along a high rate of turnover for the company, which, as mentioned earlier, is accompanied by increased financial costs.

Anxiety, sadness, and stress are all types of psychological anguish that fall under the term "psychological distress" (Finlay-Jones, 2014). People who are subjected to high amounts of stress are at greater risk of getting burnout, a phenomenon first described by Pines and Maslach (1978) and characterized by emotional weariness, detachment, and a diminished feeling of personal success. It has been shown that burnout is connected with signs of cognitive impairment such as memory loss, inability to concentrate, and difficulties performing complicated activities. Additional studies have connected burnout to depersonalization and an inability to perform well at work, as well as increased absenceism, lower productivity, and negative consequences for an individual's capacity to provide safe care (Mealer et al., 2012). Compassion fatigue is a related but distinct concept. It is a type of occupational burnout that was discovered to be significantly associated with caregiver stress and is assumed to happen due to providing continuous empathy and compassion to others while forgetting one's personal self-care (Figley, 2002). Also considered to be conditions produced by repeated exposure to traumatic events or circumstances are subjective traumatization and secondary traumatic stress, which are considered to be conditions induced by repeated exposure to traumatic events or situations (Canfield, 2005).

As mentioned above, one of the stressors in the working environment is also bullying. Bullying in the workplace is a major issue that can take place in any occupation or organization (Einarsen, Hoel, Zapf, & Cooper, 2011; Sancini et al., 2012). It is approximated that 14% of the European workforce has been affected by instances of workplace psychological bullying (Eurofound, 2015). The primary characteristic of workplace bullying is a worker's impression of being subjected to a range of aggressive explicit behavior from another employee in the setting of their place of work. These tendencies are displayed in a systematic and persistent manner with the intent of deteriorating a victim's wellbeing and compelling him or her to leave the company (Zapf, Escartin, Einarsen, Hoel, & Vartia, 2011). According to stress theories, psychological bullying is a substantial psychosocial stressor that has a severe influence on employees' health and also has a bad impact on the efficiency of enterprises (Sancini et al., 2012).

When confronted with workplace bullying, employees experience a variety of stress symptoms that include physical and psychological discomfort, as well as burnout and job dissatisfaction. They also report decreased organizational commitment and increased motivations to quit their jobs as a result of the experience (Sancini et al., 2012). Previous study has also revealed that victims of workplace bullying have symptoms that are comparable to those linked with post-traumatic stress disorder (PTSD). For instance, Matthiesen and Einarsen (2004) discovered that workplace bullying victims had greater post-traumatic stress disorder (PTSD) rates than other groups exposed to similar stressful situations. The implications outlined above have a direct impact on organizations, as employees who experience emotional, physiological, or attitude-related challenges are more likely to miss workdays, perform less well on daily work assignments, and engage in more counterproductive behaviors (Hershcovis, Reich, & Parker, 2012).

It is now known and accepted that psychological resilience is linked to a variety of mental health outcomes, including burnout, secondary traumatic stress, depression, and anxiety (Mealer et al., 2012; McGarry et al., 2013). For example, McGarry et al. (2013) discovered that high psychological resilience was associated with a lower predominance of burnout, anxiety and depression symptoms, and post-traumatic stress disorder symptoms in health professionals working in a pediatric hospital in Australia. In contrast, low psychological resilience was associated with an elevated prevalence of secondary traumatic stress. Thus, research with diverse occupational groups has revealed a significant relationship between an individual's psychological resilience and mental health outcomes. Furthermore, individuals who score higher on individual resilience also score better on psychological wellbeing measures, and conversely.

2.3.1 Benefits of resilience in the workplace

As reported by the Centers for Disease Control and Prevention, a quarter of all employees perceive their jobs as the primary source of stress in their lives. According to the World Health Organization, stress is the "global health epidemic of the twenty-first century" (Fernandez, 2016). Stress has an adverse effect and outcome on people's life. Thus, understanding and accepting that the pace and intensity of modern work culture are unlikely to change, it is more vital than ever for employees to develop resilience skills that will enable them to navigate their work-life effectively. According to Fernan-

dez (2016), teams or individuals that have thrived in their workplaces were not the ones that did not fail.

On the contrary, it was the ones that actually went wrong but did learn and stand up again, as challenges might be the great activator of resilience. Being resilient in the face of change is essential in today's environment. Everyone is prone to experiencing failure or dissatisfaction at some point in their career, especially in the new virtual environment. On the other hand, it is important to mention that scholars have been interested in the potential benefits of occupational stress. For instance, some people seem to find stress motivating, and the experience may evoke feelings of personal achievement and fulfillment (Finlay-Jones, 2014).

Being aware of the impact of resilience, many companies have implemented resilience training into their culture. As resilience is related to the personal characteristics of individuals, it is also strongly impacted by environmental situations (Egeland, Carlson, & Sroufe, 1993). Therefore, programs aimed at building resilience are a feasible alternative to avoid the negative effects of work stress and boost workplace wellbeing and performance (Sarkar, Fletcher, 2017). Employees have been shown to benefit from resilience training in terms of improved mental health and subjective wellbeing outcomes like decreased stress, depression, and other negative effects (Grant et al., 2009; Pipe et al., 2012). Furthermore, certain resilience intervention studies have also demonstrated performance benefits, such as increased goal attainment (Grant et al., 2009), observed behavioral performance (Arnetz et al., 2009), and productivity (Pipe et al., 2012).

Robertson et al. (2015) reviewed workplace resilience training interventions. Fourteen studies were identified that examined the effect of resilience training on four major categories of results: (1) mental health and subjective wellbeing, (2) psychosocial, (3) physical/biological, and (4) performance. In general, their findings indicated that resilience training could boost individual resilience and effectively improve employees' mental health and subjective wellbeing. Furthermore, Robertson and colleagues discovered that resilience training has various broader benefits, including enhanced and improved performance in psychosocial functioning domains such as social skills, self-efficacy, and job satisfaction. Another study assessing the efficacy of resilience training in physicians found that after resilience training, self-reported stress and anxiety symptoms decreased (Sood et al., 2011). Nevertheless, positive effects of resilience training have

also been reported in other domains such as police officers showing a reduced negative mood (Arnetz et al., 2009), civil servants (Lioussis et al., 2009), executives, and senior management (Grant et al., 2009) and public school teachers (Jennings et al., 2013).

According to Britt et al. (2016), it is critical to distinguish between capacity for resilience and demonstration of resilience. When researchers discuss resilience, they typically focus on the personal, familial, organizational, and community factors that influence an individual's ability to adapt positively in the face of significant adversity (Masten and Narayan, 2012). The term "resilience demonstration" refers to evidence that individuals who have faced considerable adversity have demonstrated positive adaptation (Bonanno, 2004). Researchers seek to report resilience in a variety of ways, as well as by assessing individuals' ability to maintain physical and psychological health months after experiencing significant adversity. Figure 3 illustrates a descriptive model for coordinating research pertinent to the study of employee resilience in organizational settings. It begins with an employee's reaction to adversity. Then, various domains are provided, in which proof of resilience is examined. Moreover, Figure 3 includes a description of processes investigated as potential mediators of the relationship between exposure and adaptation.

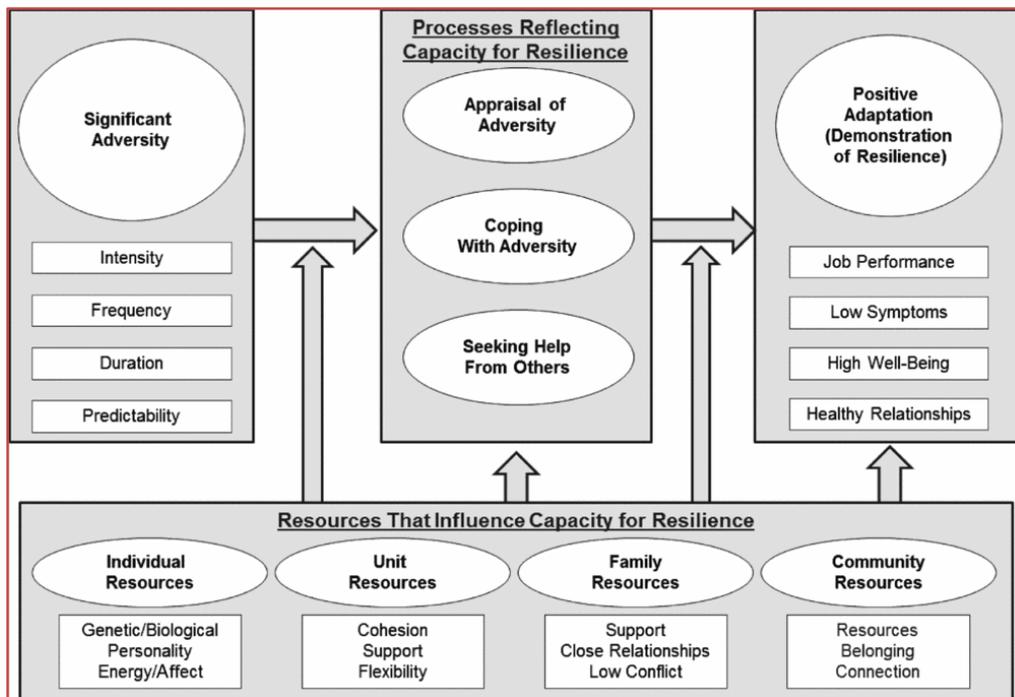


Figure 3 An integrative model of resilience for employees (Britt et al., 2016)

Researchers must define what represents significant work-related adversity and what represents a positive adaptation to this adversity. Adversity can be examined by tracking

the employees' exposure to workplace stressors. Prolonged exposure to severe stressors, such as sexual harassment, abusive supervision, or physical stressors constitutes significant adversity. In addition, traumatic events that occur in the working environment also represent adversity. While many traditional work stressors investigated by organizational psychologists such as job uncertainty, work overload, and organizational limitations are considered to be significant, Britt et al. (2016) argue that these stressors do not constitute significant hardship when they do occur at a high intensity for an extended period of time. This does not imply that traditional work stressors have no consequences; instead, it means that exposure to conventional work stressors may not qualify as adversity for resilience assessment (Britt et al., 2016).

2.3.2 Factors of resilience in the workplace

This section will explore the five Pillars of resilience, a model developed by The Wellbeing Project, which is "a global consultancy specializing in wellbeing and resilience assessments and resources across all industries and sectors" (p.3). Their validated and evidence-based model of resilience, Wraw, has brought up a new psychometric measure for resilience and its effect on peoples' wellbeing (Wellbeing Project, 2018). Wraw, which consists of Workplace Resilience and Wellbeing, assesses individuals' existing behaviors and thoughts that help them cope effectively with the difficulties and pressures they face. It is a multidimensional measure of resilience that is intended to aid in the development of individuals, leaders, teams, and organizations. Wraw is composed of five composite scales, called the '5 Pillars of Resilience', and twelve subscales. Additionally, it provides some broad measures of resilience and the likely effect on how people feel.

The Five Pillars are interconnected. Therefore, enhancements in one Pillar are likely to benefit some or all of the other Pillars. They consist of Energy, Future Focus, Inner Drive, Flexible Thinking, and Strong Relationships. Below, detailed insight on each of them is given in order to understand the core of this model and its application.

2.3.2.1 Energy Pillar

Physical resilience and its effect on energy are included in this resilience model because it will be possible to gain insight into how resilience can be managed. There is substantial research evidence highlighting the numerous health benefits of eating well, exercis-

ing regularly, sleeping well, and maintaining a healthy work-life balance. As mentioned above, each Pillar has its subscale. For instance, Winwood et al. (2013) discovered that one of the components of their 'Resilience at Work' scale was maintaining a healthy lifestyle, which includes a high level of physical fitness and a balanced diet. It is worth noting that the same study views chronic fatigue and inadequate sleep as a result rather than a factor for resilience. However, it is interesting which behaviors impact good sleep in order to obtain ultimate energy levels. For instance, a study examining the relationship between smartphone screen time and sleep discovered that increased average screen time throughout bedtime and the sleeping period correlated with low sleep quality and decreased sleep efficiency (Christensen et al., 2016 as cited by Wellbeing Project, 2018).

Physically fit people are better able to handle psychological stress factors and are less susceptible to negative emotional states like depression, exhaustion, and anxiety if they exercise regularly. Physiological benefits of moderate exercise in returning to the base point following a stressful event by lowering cortisol levels and decreasing the emotional stress response. Psychiatric problem research indicated that the majority of researches recommend the use of exercise as an option or combination therapy treatment for depression (Warburton et al., 2006; Barbour et al., 2007, as cited by Wellbeing Project, 2018). However, the research should be interpreted cautiously because it relates to those experiencing chronic stress. Puterman et al. (2011) discovered in inactive women that physical activity may be especially beneficial for those experiencing chronic stress. In comparison to a non-active control group, they can turn off their stress reaction more quickly.

Studies related to sleep are relevant to the resilience topic as research has been done concerning sleep and mental health. One of those studies having in the center the US military discovered that individuals who showed insomnia symptoms were less resilient. According to a recent study (Lerner et al., 2017), increased REM (Rapid Eye Movement) sleep can help individuals develop emotional resilience by making them less predisposed to code traumatic emotions into their brains. While sleep was found significant among several types of research, nutrition also holds a significant influence on mental and physical wellbeing, allowing researchers to accept its impact on resilience as well. For example, staying hydrated has been shown to reduce an individual's biological

stress response, and dehydration negatively affects mood. In addition, nutritional research has discovered that eating probiotic yogurt reduces overall perceived anxiety and stress. Eating a high-glycemic-index breakfast may increase cortisol (the stress hormone) levels compared to a low-glycemic-index breakfast (Micha et al., 2011; Backes et al., 2015; Mohammedi et al., 2015 as cited by Wellbeing Project, 2018).

The hypothesis developed by Wraw is that while people may possess an abundance of optimism, determination, and motivation, this does not always serve them well and can result in a mental/emotional tipping point if their physical resilience (i.e., their energy) is compromised. According to Wraw, energy is defined as "Sustaining and renewing physical energy to have the capacity to keep going through challenging times" (p.10). In Table 4 the subscales of the Energy Pillar are presented (Wellbeing Project, 2018).

TABLE 4 SUBSCALE OF ENERGY PILLAR (WELLBEING PROJECT, 2018, P.10)

Subscale	Definition
Physical Activity	Sustaining physical exercise and movement.
Sleep	Preserving your sleep and ensuring you maintain good sleep patterns.
Boundaries	Sustaining physical energy by taking breaks and maintaining boundaries (not allowing work to take over)
Healthy Consumption	Eating and drinking healthily despite pressures, without relying on substances to calm or stimulate.

2.3.2.2 Future Focus Pillar

The work of Seligman (2011) has been highly influential in Positive Psychology. As a result of his research, it's become clear that having a strong sense of meaning and purpose in one's life has a significant impact on one's wellbeing. In this area of research, it is important that someone can identify their work as meaningful. For example, in one research, persons who saw their employment as 'simply a job' reacted more favorably to work-related stress than others who saw their work as 'meaningful and satisfying.' Additionally, employees who had reported a purpose in their job showed more resilience in the face of adversity within their company than employees who seemed detached (Mad-

di, 1987; Bartone, 1999, cited by Wellbeing Project, 2018). Winwood et al. (2013) discovered that finding one's purpose was a component of 'Resilience at Work' because it indicates that someone searches for a job with a purpose, a sense of belonging, and consistent with their core values and beliefs.

Additionally, Jew et al. (1999) discovered that future orientation is a subdimension of resilience. Future focus is strongly related to the purpose that an employee might have and how they see themselves in their job position also indicates how they will adapt in the working environment if they are willing to "fight" for their position or instead give up. Taking back in mind the concept of resilience as bouncing back, this kind of employee will be willing to bounce back to their initial position and proceed further. Interesting to mention is the concept of locus of control presented by Rotter (1945), cited by the Wellbeing Project (2018). It describes the willingness of individuals to take control of their future and take responsibilities which is an internal locus of control, or they will credit different outcomes to external factors, activating an external locus of control.

According to Wellbeing Project (2018), Future focus is defined as "Having a clear sense of purpose and direction to help move forwards without getting stuck or feeling held back" p.11). In Table 5 it is presented the two subscales of the Future Focus Pillar (Wellbeing Project, 2018).

Table 5 Subscale of Future Focus Pillar (Wellbeing Project, 2018, p. 11)

Subscale	Definition
Purpose	Having a clear sense of purpose and direction.
Personal Control	Seeking and believing you have personal control over your situation.

2.3.2.3 Inner Drive Pillar

According to the research, resilience requires inner strength, confidence, and motivation. Cooper's (2013) resilience tool includes the concept of confidence as a component of resilience. The capacity to recognize one's own value and to cope with challenging circumstances are two aspects of self-confidence. Dweck (2017) states that individuals

that are motivated to go through challenges are more prone to have a growth mindset. On the other hand, achievement-oriented individuals always look forward to performing in an excellent way in their current tasks while always looking to add on more challenges to advance in their work. The ability to persist in the face of hardship is a fundamental element of resilience, and those who make an attempt to progress will be more likely to do so (McClelland, 1961, as cited by Wellbeing Project, 2018).

Rotter's locus of control theory (1945) cited by the Wellbeing Project (2018), can also be applied in understanding the Inner Drive Pillar. An individual's internal locus of control may have a role in his or her ability to sustain self-belief in the face of hardship, believing in their ability to cope or change. In his resilience scale, Connor-Davidson (2003) highlighted faith in one's own instincts as a component, implying that it may help one to be more self-reliant and motivated. As cited by the Wellbeing Project, Neenan (2018) emphasized the importance of developing self-belief as a critical strength that forms the basis of resilience and the concept of getting the most out of oneself within the constraints that one faces.

Inner Drive is defined as "Sustaining self-belief when times get tough, displaying confidence, motivation, and perseverance" (Wellbeing Project, 2018, p.12). Table 6 presents the two subscales of the Inner Drive Pillar (Wellbeing Project, 2018).

Table 6 Subscale of Inner Drive Pillar (Wellbeing Project, 2018, p.12)

Subscale	Definition
Motivation	Maintaining effort to reach the best outcome, irrespective of difficulties encountered.
Self-belief	Having and sustaining confidence in your own ability or judgement.

2.3.2.4 Flexible Thinking Pillar

There is a lot of research examining how cultivating optimism and refocusing attention on the positive can increase resilience. According to Seligman (2002), who has done extensive study on the subject, pessimistic people have different ways to describe events to themselves and others than optimistic people do. For example, pessimists believe in

the persistence and universality of adverse events and react negatively when confronted with adversity. A more adaptable explaining approach is preferred by optimists, who consider unpleasant occurrences to be brief and situational in nature. Moreover, they believe they can cope positively and minimize the danger posed by difficult circumstances. Seligman's (2002) concept of learned optimism and cognitive behavioral therapy techniques have been applied in various ways to investigate and enhance resilience.

Researchers Jew and colleagues (1999) discovered that optimism is a sub-scale of resilience, with people who perform better on the 'Resilience scale' having a greater internal locus of control. A recent study by Dweck (2017) investigated how students who feel they can grow to accomplish anything are more resilient and likely to reach better levels of success. Following up on their earlier findings, Dawson and Pooley (2013) discovered that greater rates of optimism predicted greater levels of resilience among first-year university students. The capacity to adapt to change is another common topic that emerges from the resilience study. In the case of the Connor–Davidson Resilience Scale, positive embrace of change is one of the factors discovered via study. Perspective-keeping was identified as an element of "Resilience at Work" by Winwood and colleagues (2013), as well as reframing setbacks, focusing on solutions, and dealing with negativity.

It is also important to consider neuroscience in this context, since there is evidence that changing our way of thinking might modify the activation of brain areas connected with the interpretation of emotions associated with resilience, such as fear and anxiety, among other things. For example, a study conducted by Ochsner and Bunge (2002) asked participants to respond to neutral or negative situations while their brains were scanned. Then, they were told to reframe their thoughts about the scenarios in order to not feel as pessimistic about them. The amygdala (which is associated with the production of 'raw' emotions and is crucial for the 'fight or flight' response) dropped when activity in parts of the brain linked with cognitive control rose and unpleasant emotions reduced as a result of this evaluation of stressful events. A growing amount of research shows that our ability to "think flexibly" correlates positively with our resilience.

Flexible Thinking is characterized as "Having an open and optimistic mindset, enabling a positive and adaptive response to change and challenges" (Wellbeing Project 2018,

p.13). Table 7 presents the two subscales of the Flexible Thinking Pillar (Wellbeing Project, 2018).

TABLE 7 SUBSCALE OF FLEXIBLE THINKING PILLAR (WELLBEING PROJECT, 2018, P. 13)

Subscale	Definition
Open minded	Readily seeing and taking account of different views and ways of doing things.
Positive framing	Thinking in helpful and proportionate ways about situations.

2.3.2.5 Strong Relationships Pillar

In a large body of research, it has been shown that social support is associated with positive physical and mental health results in a variety of populations (Barth, Schneider, and Von Kanel, 2010; Reblin & Uchino, 2008 as cited by Wellbeing Project, 2018). Social support research on a variety of health conditions, including cancer and cardiac illness (Holahan et al., 1995; Manne et al., 1999, as cited by Wellbeing Project, 2018), has shown to have a positive influence on patients' capacity to cope, their presentation of depressive symptoms, and their mood..

According to research on how students cope with the transition to university, perceived social support was associated with resilience in first-year university students (Dawson & Pooley, 2013). Additionally, teachers' resilience is described by the dynamic interactions between four broad constructs: ideas, relationships, actions, and challenges (Greenfield, 2015 as cited by the Wellbeing Project, 2018). He discovered that relationships and actions frequently serve as a mediator against external challenges to teachers' beliefs about themselves/their role. Secure connections were shown to be one of the characteristics that contributed to the scale's resilience (Connor-Davidson, 2003). Winwood et al. (2013) identified two components of 'workplace resilience' associated with solid relationships. Cooperation, which includes asking and providing aid, as well as forming and maintaining relationships both within and outside of the workplace, are examples of this.

According to Wellbeing Project (2018), Strong Relationships are defined as "Building open and trusting relationships and being willing to call on these for help and support if facing a challenge" (p.15) Table 8 presents the subscales of the Strong Relationships Pillar (Wellbeing Project, 2018)

TABLE 8 SUBSCALE OF RELATIONSHIPS PILLAR (WRAW, 2018, P. 15)

Subscale	Definition
Building trust	Seeking to develop trust, understanding and emotional awareness with others.
Accessing support	Sharing what you are going through and being prepared to access help.

2.4 Stress in women and men

The notion of stress has always been crucial in the history of psychological, mental health. In the last decades, it has received even more significant attention among researchers as it has been seen to have substantial effects on health and illnesses. There is significant evidence that stress alters behavior and autonomic and neuroendocrine responses (Seegerstrom, O'Connor, 2012). A considerable amount of research has concluded that stress does not affect everyone in the same way and is seen in different contexts such as personalities, life events, and life stages of each person. This means that stress cannot be seen apart from the interaction of other situational events of someone's life and their personal aspects, including families, work, friendships, etc. Furthermore, this study will focus more specifically on job stress and its effects on men and women. It is crucial first to understand the concept of stress itself and how it can be perceived and experienced by men and women to analyze further how resilience takes place in their lives.

2.4.1 Psychological aspects of stress in women and men

Statistically speaking, women and men experience stress differently, both physiologically and psychologically. They have different ways of perceiving and also managing stress. For example, whereas women have a higher probability of showing physical symptoms, they are also more adept at connecting with other people in their lives, making it a critical strategy for managing stress. One crucial fact is that women are more

likely to report and talk about stress and its symptoms. Gender is a significant determinant of human health, and the sex-specific prevalence rates of several mental and physical disorders follow a clear pattern (Wang et al., 2007). Men are predisposed to infectious diseases, cardiovascular disease, aggressive behavior, and substance abuse. The prevalence of autoimmune diseases, chronic pain, depression, and anxiety disorders among women is higher than that of men in the general population (Lundberg, 2005). Most of those differences are manifested in women during their reproductive years and fade away after menopause.

Hormones are a significant reason why men and women react differently to stress. Cortisol, epinephrine, and oxytocin all play a critical role. When stress occurs, the hormones cortisol and epinephrine work hand in hand to raise a person's blood pressure and circulating blood sugar level, while cortisol alone reduces the immune system's effectiveness (Nazario, 2005). According to Sapolsky (2005) as cited by Nazario (2005), previously, it was believed that men and women released different amounts of cortisol during stressful situations. The theory was that women produced more of this hormone, which resulted in all sorts of irrational explanations for why women are so emotional. As Sapolsky (2005) argues, there is no significant variation in cortisol release among men and women, despite the fact that men and women have different hormones. Instead, it is all about the hormone oxytocin. When cortisol and epinephrine are released into the bloodstream during a stressful situation, oxytocin is released. It is released from the brain to counteract cortisol and epinephrine production and to enhance emotional support and pleasant emotions. Although men also produce oxytocin when under stress, their levels are significantly lower, leaving them on the short end of the stress-hormone spectrum (Nazario, 2005).

Moreover, according to Remes et al. (2016) in a study published in the *Journal of Brain and Behavior*, women are twice more likely to experience severe anxiety and stress. This study is backed up also by the reports done by the American Psychological Association, which show a consistent increase in the stress reports by women. DSM-5, mentions that the majority of anxiety disorders are more common in women than in men. In an article by Wong (2018) it is noted that women are exposed to two more extra labor environments; the first is unpaid domestic work, and the second is emotional labor. Unpaid domestic work is reported by the United Nations to be performed three times more

by women than men. However, the real problem is that it is often ignored as work. At the same time, a report by the New York Times states that in the United Kingdom, officials calculate housework's worth of \$1.6 Trillion a year.

As cited by PennState College of Liberal Arts, Hochschild (1983) discusses that in the context of one's job, emotional labor refers to the act of controlling or managing one's own emotional outflows in the presence of others. Emotional labor is similar to physical labor in that both require a great deal of effort. Still, emotional labor is an effort focused on emotions and is typically dominated by women. Nova Southeastern University's research shows a higher probability for female managers to show "surface acting" than male managers. Women show more optimism or calmness even when they do not feel the same. Many times when women are asked, they refer to emotional labor as expected duties but are noticed only when not performed. It is essential to mention that emotional labor is also overlooked, same as domestic labor and not considered actual work.

Nevertheless, it does give pressure and exhaustion and also added stress from the invisible duties expected to be performed as part of the women's social roles. As mentioned by Wong (2018), Joyce (2018) stated that "Some professional women aspire to do it all: reach the top corporate ladder and fly like a supermom," and this is an unattainable ideal. Not achieving those goals adds more stress to women's lives

2.4.2 Psychological aspects of stress in the working environment for women and men

According to Mensah (2021), one of the most frequent issues related to health in organizations is job stress, specifically among women. Attention has been brought to gender differences in job stress since the number of female employees has grown potentially (Cifre, Vera, Signani, 2015). The need to better understand this phenomenon comes with the fact that although the numbers show quite a proportion between genders in the market, there is still segregation regarding job positions and sectors. Exactly this segregation impacts women's and men's psychosocial work environments and adds in gender inequalities and job stress. Moreover, when the pressure put on an individual is higher than their ability to cope with it, this will result in adverse reactions (Karasek, 1979, cited by Cifre et al., 2015),

Stress at work has been linked to a variety of physiological and mental health problems, including high blood pressure, cardiovascular disease, anxiety and depression as well as tiredness, emotional exhaustion, and dissatisfaction (Demerouti et al., 2001; Elo et al., 2003 as cited by Mensah, 2021). For instance, a study conducted in Norway showed that job stress is a risk factor for poor mental health in working adults, and other more recent research and reviews found a strong link between poor mental health and job (Law et al., 2020, as cited by Mensah, 2021). However, while this relationship is well established, some scholars have argued that the relationship is gender-specific (Cifre et al., 2015). According to these researchers, the relationship between job stress and adverse health outcomes may differ between men and women due to their exposure to varying levels of job stress. Furthermore, they argue that men and women are fundamentally different in terms of the jobs they perform, how they are perceived and treated in society, and the types of working conditions they have access to.

Many experts have claimed that although women have expanded their engagement in work activities, they continue to shoulder a greater proportion of family and care obligations than males to account for the gender discrepancy in the association between work stress and mental health (Hochschild & Machung, 1989, as cited by Mensah, 2021). Additionally, the double burden role may place additional strain on women, affecting their mental health outcomes (Campos-Serna et al., 2013). According to Mensah (2021), findings have shown a difference between women and men in the relationship between wellbeing and job stress. There is a consistent negative relationship between job stress on their mental wellbeing. There are a variety of reasons for this, one of which being the fact that working women spend more time on care and home obligations than males, regardless of how much time they spend on work tasks. As a result, they may experience a greater degree of dual role burden and role conflict than men (Hyman & Summers, 2004, as cited by Mensah, 2021). Therefore, stress from work and household responsibilities may be associated with a lower mental wellbeing level in women than in men (Cifre et al., 2015). Another reason for this negative relationship can also be that many women hold a higher education but elementary job positions (Jarman, Blackburn, & Racko, 2012).

Moreover, studies show a higher number of women working in the service sector than men. In addition, there is evidence that this sector is more positively related to job stress

than other sectors (Campos-Serna et al., 2013). Finally, it is interesting to mention that women are more willing to talk about their mental wellbeing, unlike men, who are more predisposed to substance abuse (Smith, Mouzon, & Elliott, 2018).

According to an APA (2010) survey, women are more likely than men to develop physical and emotional symptoms of burnout. Interestingly, this is especially true for married women, who report higher stress levels than single women. Moreover, as reported by Columbia University School of Public Health researchers, a woman's income level (in comparison to a man's) is strongly associated with anxiety and depression. Additionally, they reported no link if the woman earned the same or even more than her male counterpart of similar age, qualifications, and industry. Even in executive-level jobs with high salaries, the study found that women are nearly three times more likely to develop mental health problems due to the pay gap. Nonetheless, there are also conflicting studies that show men are more affected by stress. One of the reasons is the difference in the perception of stress among genders (Sanne et al., 2005; Wall et al., 1996; Brunborg, 2008, as cited by Rivera-Torres, 2013).

2.5 Resilience in women and men

Understanding resilience from the gender perspective is critical for developing gender-sensitive research tools and practices that maximize the potential of promoting mental health and wellbeing. Men and women have significant differences in nearly every aspect of health and wellbeing. These distinctions are not determined solely by gender or biological factors but also by cultural structures. Considering the social determinants of health, it can be noticed how disparities in income, gender, ethnic origin, education, status, and access to healthcare all have a significant effect on health (Lynam, 2005, as cited by Hirani et al., 2016). According to WHO (2013), gender is defined as "socially and culturally constructed roles, behaviors, activities, and attributes that are considered appropriate for men and women in a given society." Based on this definition, it is evident that gender differences include attitudes, beliefs, and behaviors of both genders, which impact wellbeing and health. Several researches indicate differences in resilience between women and men.

Several studies that show differences in resilience between genders have been conducted in teenagers. For example, Australian female students were more resilient in com-

munication, goal setting, empathy, and connection with others (Sun & Stewart, 2007, as cited by Bizuneh 2021). Moreover, Mwangi, Ileri, and Mwaniki (2017) conducted research in Kenya that found that female students had higher academic resilience than male students. However, as cited by Bizuneh (2021), according to Graber et al. (2015), differences in resilience between females and males are contextual. This can be noticed in a study conducted in Kenya, where deaf male teenagers and adolescents showed higher resilience levels than females (Bizuneh, 2021). Numerous studies have shown that boys and girls grow differently in terms of their emotional and psychological development, as well as their ability to deal with adversity and stress (Gilligan, 1982; Werner & Smith, 1992; Rutter, 1985 as cited by Turner et al., 1995).

Risk factors to be considered about girls are seen mainly in the second decade of their lives. Although they might be exposed to adversities in the first decade, such as loss of their mother or absence of the father, or even regular disputes between the two parents (Werner & Smith, 1992), their vulnerability is still higher in the second one. The demands and pressure of adolescence are very challenging. There is evidence that girls suffer from poor self-esteem and self-efficacy (Turner et al. 1995). It has been proven that non-healthy relations with peers have a negative impact and make them more fragile towards mental health in adolescence and adulthood. Another reason girls are more at risk for having difficulties in dealing with adversities is traditional gender values. Behaviors such as courageous, active, and assertive are not well embraced by society for a teenage girl (Rutter, 1984 as cited by Turner et al., 1995).

Young girls are faced with expectations on how they should behave, creating social pressure and not allowing them to be themselves. And if those young girls decide to be rebellious, they will be faced with rejection and alienation. Girls are two times more exposed and experience high-stress levels than boys. They are more endangered by sexual assaults, more prompt to have negative body image, and are at higher risk of attempting suicide (Schultz, 1990 as cited by Turner et al., 1995). Nevertheless, this has brought light to many other research that focused on building resilience in young girls, which will obviously be reflected in adulthood.

According to Stratta et al. (2013), women score a lower level of resilience although they are more exposed to stress. They are more prompt to deal with stressful situations with emotion-based strategies, whereas men's strategies are more action-oriented (Stratta et

al., 2013). The difference in coping with stress and the resilience of each can be noticed in their physiological processes. WHO (2013) states that there is a difference between different cultures how social roles and stress for women are not the same as for men. Typically, a woman is liable for herself, family, and households while a man, on the other hand, is usually more centered and focuses his energies outside the house. Additionally, when a woman is employed, work-related pressure is also added to the stress burden of the house and family. It should also be kept in mind that there are specific events in life for women that significantly impact their level of stress and how they deal with it, such as pregnancy, childbirth, menopause, etc. (Hirani et al., 2016).

Furthermore, women, especially those living in poorer and/or more traditional environments, typically lack access to resources and economic possibilities, such as work, property ownership, and education, and also legally and customary rights governing marriage and childbearing customs. This can have an effect on their vulnerability and food security, as well as their response to shocks (Koolwal et al., 2019). Diverse resources and rights impact coping techniques, such as how assets are allocated, time is spent and how much money is borrowed, as well as how much one relies on family and friends for financial support. According to a study conducted by Koowal et al. (2019), women – particularly older, widowed women – are more likely to live in low-consumption households. It is demonstrated that households headed by widowed women are more likely to face food insecurity at the household level. Furthermore, widowed and younger female heads were more likely to experience persistent shocks and losses due to these events. Age and marital status (particularly widowhood) are thus critical factors to consider when analyzing gender and resilience at the household level (Van de Walle, 2013).

Women demonstrate remarkable resilience and a diverse range of abilities. Still, they also face a number of limitations, most notably in terms of access to productive resources such as land, inputs, training, and financial services (FAO, 2013 as cited by Koowal et al., 2019). As a result, they are certainly more exposed to risks and shocks while also having fewer sufficient coping mechanisms. Although there has been an evolutionary advance in including gender differences and their role in resilience, there is still a gap interpreting each stressful situation and the behavior which comes as a result. One of the reasons is the lack of interpretation and consideration on how gender roles

are seen and how reactions, emotions, coping strategies, and strengths are evaluated. In addition, the existing lack of including social domains related to resilience in women in measuring resilience has brought a misconception that women are less resilient than men. Resilience measuring tools should consist of more domains and take into consideration sex-related factors such as the menstrual cycle (Hirani, 2016).

Interest has also been shown in studying resilience in males. Studies put in evidence significant differences with females. For example, one of them is the fact that male individuals are more emotionally and physically vulnerable in their first decade of life (Werner & Smith, 1992). In the study conducted by Werner and Smith (1992), it was found that boys are more affected by chronic conflicts between parents and that argues are done in front of them more frequently as boys are presumed to be stronger and not as fragile as girls. According to other researchers, boys have a more challenging time with social skills in pre-school and kindergarten than girls. Common behaviors for boys between the age of four and five years old are to be shy and/or aggressive, and this has been related to difficulties in forming friendships with peers and good relationships with teachers (Schinke et al. 1988; Hawkins et al., 1992 as cited by Turner et al., 2016). In addition, the absence of a father has a more significant negative influence on boys up to the age of ten and eleven than girls of the same age. However, the mother's absence reflects more stress for boys between the ages of eleven and eighteen. In addition, poor performance in school and/or a dispute with the father could also reflect in stress for them (Werner and Smith, 1992).

Nevertheless, later studies on the resilience of men have found that the more resilient ones were grown up with love and acceptance and reported less punishments. In addition, the presence of a competent adult caregiver likely mitigated the negative effect of numerous events in the resilient men's lives and aided in their development of increased self-esteem and a sense of coherence (Klebens et al., 2000).

Among several studies conducted about resilience and genders, contradictory results can be found. For instance, a research conducted by Nishimi et al. (2021) found that women have a higher level of resilience than men. In contrast, Sheerin et al. (2018) and Bonanno and Mancini (2008) showed a higher resilience level in men. Very well-established gender stereotypes, such as the belief that women are emotional and show more weakness (Ellemers, 2018 as cited by Nishimi et al., 2021), may affect how wom-

en demonstrate their perceptions and behaviors, leading to a low perceived resilience. According to Brailovskaia et al. (2018), as cited by Yalcin-Siedentopf et al. (2021), resilience moderates the relationship between social support perception and stress. The mediating effect of resilience almost entirely explains males' perceptions of social support and stress.

Excessive amounts of stress was directly and indirectly linked to social support in females via the mediation of resilience. Resilience was shown to have a larger mediating influence on female outcomes than male outcomes. Stress perception has previously been linked to female resilience and social support perceptions. Females may take advantage of social support and increased resilience to lessen stress levels (Hjemdal et al., 2011, as cited by Yalcin-Siedentopf 2021).

2.5.1 Resilience between women and men in the working environment

Globally elevated levels of uncertainty and disruption as well as everyday workplace stress such as cutbacks and job intensification (King et al., 2015) have fueled a spike in research, policy, and practical interest in resilience. Prior research has shown critical contrasts between individual and organizational resilience, as well as between resilience in the face of everyday workplace stress and resilience in the face of severe disasters (Branicki et al., 2019). The majority of organizational resilience research has been conducted in the setting of severe disasters, and it often conceptualizes resilience as a method of organizing in front of dangers (e.g., natural disasters) "that can contain, repair and transcend vulnerability in organizational systems" (Waldman et al., 2011 p. 941 as cited by Branicki et al., 2019). According to Bardoel et al., (2014), the most widely used paradigm for conceptualizing individual resilience is positive organizational psychology in which resilience is seen as a collection of individual characteristics. Coutu (2002) contends that resilient persons have a firm grasp on reality and a conviction that life is worth living meaningfully. Whereas, as cited by Branicki et al. (2019), Bimrose and Heane (2012), argue that resilience is a product of "self-esteem, self-efficiency, subjective wellbeing, self-determination, locus of control and support systems" (p. 339). According to Kossek and Perrigino, "although an individual's resilience is influenced by the higher-level social environments in which s/he is embedded, the social context, particularly occupational influences, has been under-examined in the management literature" (2016, p. 731).

Regardless of the rising volume of research on resilience, there is a noticeable lack of management research that aims to increase knowledge of the links between gender and resilience, as well as the importance of gender in the development and maintenance of resilient individuals and groups (Branicki et al., 2019).

Often resilience is connected with traditionally male workplace qualities such as "strength, robustness, boldness, stoutness, bravery, and not being womanish" (Cooper, 1995, p.146-147 as cited by Branicki et al., 2019). Moreover, empirical studies show that occupational resilience is typically associated with "machismo, stoicism, and heroic tales of overcoming hardships" which contribute to marginalizing alternative narratives like rooted emotions connection, identification, empathy, and kinship as pathways to resilience (Branicki et al., 2019).

Raising awareness of the link between gender and resilience is critical for practical and policy reasons, given the preponderance of women in precarious work and the difficulties women face when joining traditionally male fields (Branicki et al., 2019). Research on resilience has a tendency to highlight white-collar employment or to manage exceptional crises, and hence lacks an emphasis on resilience in the face of everyday experiences of insecure labor and interrupted careers, which are characteristics of work that female workers encounter disproportionately. Preexisting gender inequalities and power disparities, such as women's underrepresentation at the highest levels of economic decision-making and their dominance in low-wage, unpredictable jobs, have been exacerbated by extreme occurrences such as natural disasters and the global financial crisis (ITUC, 2011). Hence, the research indicates that female employees are less likely to encounter working conditions that need daily resilience.

Finally, Branicki et al. (2019) address a research gap, and she invites researchers to explore resilience in the working environment based on gender. By expanding theoretical and empirical understanding of gender and resilience, the research in this particular area can have substantial policy and practical implications.

2.6 Cultural differences between locals and expatriates in the work environment

In today's world, global markets are becoming increasingly crucial. Emerging countries are luring corporations for possible future expansions, and staff is relocating and adjusting to local lifestyles in their places of assignment. This circumstance provides skilled and globally-minded job seekers a chance to go beyond the area they were born and raised and consider a growing number of other destinations with numerous choices (Motohashi & Kazuyuki, 2015).

To begin with, expatriates are mostly competitive people, as their jobs often need global rather than local accountability. As a result, the selection criteria are frequently complex and challenging. Not to mention that the competition is open to all qualified candidates worldwide. Furthermore, such roles do not become available often, and only a few positions are available for overseas candidates. As a result, there is typically fierce rivalry among candidates during the selection process, and if chosen, the stakes are considerable. Furthermore, expatriates are frequently relocated temporarily rather than permanently. In this regard, expatriates differ from other types of immigrants, such as refugees and asylum seekers, who are seeking permanent residency (Hoór, 2021),

There can be a lot of reasons why one decides to move out of the country and relocate. Many people choose to relocate to another country to advance their careers. Working overseas for some time can help individuals grow in their careers, and employers are more likely to notice someone with international experience on their resume. Moreover, parents frequently choose to relocate abroad because of the multiple benefits for their children. Children will gain essential experience learning new languages and interacting with children from all countries and backgrounds. Despite the reason it might have started, this process can be very beneficial because it can help people step out of their comfort zone and get to know different characters (Castelli, 2018).

2.6.1 Psychological analysis of stress between locals and expatriates

The process of relocating to a new nation and adjusting to a new social and work environment may not always go as smoothly as planned. Having to live and work in a new environment can prove stressful. Reasons can be related to new cultural norms, different

socialization techniques, and different languages. However, adjusting to a foreign culture and becoming acquainted with that culture takes time, and individuals may not feel at ease and established at first. Thus, adjustment issues and anxiety could appear (Anderzén and Arnetz, 1997).

Some expatriates are transferred as part of the corporation regulations. For example, they are sent to aid subsidiaries located in different countries. Others might be self-inflicted expatriates, looking for better living standards, where they can express themselves and their skills in an environment that will allow them to do so. According to a study by Bierwiazzonek and Waldzus (2016), the adjustment process is not an isolated phenomenon; on the contrary, it is a continuous one. It is a process that will develop and have ups and downs through an expatriate's life which is different from locals of that country who do not have to experience the stress of adjusting to a new country (Bierwiazzonek & Waldzus, 2016). According to Haslberger et al. (2014), the human resource management of expatriates has been a growing topic in business and universities. Therefore, a complete understanding of how expatriates adjust to their new environment is essential for future expatriates' selection, preparation, and management.

When properly managed, expatriates may be significant contributors to organizational performance overseas and after returning home. On the other hand, a lack of awareness and management of expatriate concerns may result in underperformance and increased expatriate and repatriate turnover (Haslberger, Brewster, & Hippler, 2014). Hence, a closer look at what factors might impact the quality of work and performance of expatriates is needed. One major point to consider is how stress affects these individuals. Selye (1956) used the term “stress” to describe the effects of different actions that threaten individuals’ “balanced” selves. The actual threat or what can be considered one is what individuals percept as “stressors”. A close analysis of the expatriates' stressors and their usual stress response is required to minimize the negative effect it might have on their performance.

- Homesickness in expatriates

The subject of homesickness has long been overlooked in international human resource management research. However, during the adjustment process, expatriates experience many issues and go through a number of challenges (Haslberger et al., 2014). In turn, it will trigger feelings of being alone, missing people, and feeling out of place. On the

contrary, locals familiar with the environment do not have to go through such a complex process of “fitting in.” (Haslberger et al., 2014)

According to a study conducted by Thurber and Walton (2007), homesickness is a common ailment that can range from mild to severe. It is described as the distress or impairment brought on by a real or projected separation from one's home and attachment items. Homesickness symptoms, such as preoccupying thoughts of home, can be predicted, avoided, and managed if given the proper attention. However, despite the importance of the topic, there is nothing in the HRM literature about homesickness. In particular, an expanding number of expatriates from underdeveloped countries are now being sent to rich economies by international organizations.

A recent study published in the German Journal of Human Resource Management looked at how expatriates from underdeveloped countries deal with homesickness. They surveyed participants who had been relocated for work from one to three years from ages ranging from 31 to 54. Throughout their assignment, all of the participating expatriates admitted feeling homesick. For some expatriates, the stage at which homesickness initially manifested itself was as early as the moment of departure. However, after landing in the host country, the majority of responders experienced homesickness. These feelings and symptoms, combined with the distance of their loved ones and their native country, create a significant stressor during their everyday life (Hack-Polay & Mahmoud, 2020).

- Loneliness

Loneliness is described as an unpleasant and unwanted emotional response or experience that happens when a person is alone or in an isolated location. People may feel lonely for a variety of reasons beyond than just being alone. These include poor self-esteem, a low social support, the presence of persistent mental or physical health issues, and distressful events like the death of a partner. Along with feeling homesick, expatriates are faced with other stressors every day. For example, every day, they have to go to work where they might not know the majority of the other employees (Haslberger, 2005).

- Language

What makes this process even more difficult is the other cultural barriers in place that locals do not have to face (Chen, 2019). One of the most critical factors contributing to feeling stressed and lonely is the language barrier. The most direct means of communication is through language and the spoken word. Individuals form connections with others and ensure that basic wants are addressed. Not speaking the local language or struggling to speak it well makes expatriates feel lost, confused, or anxious. Expats are no strangers to adapting to new situations and problem-solving. Nevertheless, not very good language skills make it even harder for expatriates to adjust (Chen, 2019).

According to Ramlan et al. (2018), linguistic and cultural disparities often overlap, resulting in extra concerns and miscommunication at work. As a result, communication might be misinterpreted, which can have a negative influence on productivity. Furthermore, language limitations significantly impact an expatriate's performance in various ways. All these can contribute to feeling lonely in the workplace because many expatriates will feel like outsiders and have trouble fitting in with the crowd. In addition, factors mentioned previously will increase the feeling of loneliness and homesickness, causing even more stress to expatriates.

- Cultural differences

In general, past academics have defined culture as a society's shared set of personality traits, perspectives, and values (Raef et al., 2020). Culture influences the members' behavior and characteristics of a society. According to corporatists, variations in people with different cultures and beliefs impact one's workflow, including good communication, organizational skills, nonverbal cues, and problem-solving abilities. (Ramlan et al., 2018). Culture is also important since it has an impact on job performance and satisfaction (Ramlan et al., 2018; Zaman, Qureshi, & Bhatti, 2011). As a result, management must demonstrate initiative in understanding employees' cultural differences. This approach will result in a better management style, improved communication, the development of effective reward systems, and improved overall firm performance (Ramlan et al., 2018).

Expats often obtain new experiences and have the opportunity to embrace a different lifestyle, especially when the new culture is substantially different from their native countries. Expatriates must adapt to their surroundings to survive in a demanding work

environment. Because these changes necessitate time, energy, and money sacrifices, they may be distressing to some people. On the other hand, it is difficult to stay devoted to one's career without tenacity and love for one's profession and job obligations. As a result, it is understandable that some expatriates have had to contemplate staying in a foreign nation due to cultural differences. Furthermore, according to various research on expatriation, people from different cultures may have difficulty comprehending each other's perspectives and behaviors, resulting in "cultural conflict" (Elashmawi, 2000).

Having a good understanding of these cultural differences, we can also assess how they affect expatriates (Chen, 2019). Expatriates are frequently high-potential employees or specialists in their fields deployed on high-profile assignments that require successful cultural adaptation to perform their new job and satisfy the organization's succession plan. In addition, they are faced with the challenge of carrying out the company's orders within the constraints of local laws, organizational regulations, and economic conditions, resulting in conflict when normal home office operations do not function overseas. Therefore, the capacity of an expatriate to recognize different local, "culture-specific" values involves an understanding of their own ingrained cultural values and business practices in contrast to the beliefs and customs of their host country's culture (Bennett, 1993).

The intercultural adaptation process is a constant issue for managers in multinational organizations. There is a decline in productivity when individuals from various cultural backgrounds and management methods come into conflict due to differences in norms, languages, hierarchical connections, and communication techniques. It has been observed that cultural training helps workers adjust to life in another nation. Despite this, research shows that only some expatriates are able to receive it before to their overseas assignment, even if it is made available (Thomas, 2002).

Expatriate deployments usually happen too rapidly for training to be scheduled before departure. However, when training is scheduled, it is often insufficient or inappropriate to the specific host nation or work assignment. Assignees from other countries may be unfamiliar with the values and habits of those in their own country. It will be challenging to transition to working and living in another country if they do not receive cultural differences education or coaching (Caligiuri, Lazarova, 2001). Working with varied coworkers and customers from other countries, the worker who hasn't learnt about the

diversity of cultural features runs the danger of developing prejudices about their worldviews and behaviors.

On a foreign assignment, relying on stereotypes proved an "ineffective and destructive guide" to cross-cultural working relationships (Adler, 1986). Therefore, researchers have created many frameworks for cultural aspects to aid in understanding national or regional behavioral inclinations and social norms, providing expatriates with a way to increase cultural awareness and potentially reduce cultural faux pas (Cooper, 2011). This way, they are aided with their adjusting process, which can be very beneficial since it can reduce their stress related to the foreign environment that expatriates will have to get accustomed to. Also, taking these actions to aid them can help improve their work performance since some of the pressure they feel will be relieved, and they can focus more on the task at hand (Cooper, 2011).

- Distress in expatriates

Psychological distress can range from everyday feelings of vulnerability, melancholy, and fears to more severe issues like anxiety, depression, negative thoughts, or solitude. Sometimes, it might mean combining all of them (Zimmermann, 2015). All the reasons that are discussed previously can majorly affect the levels of distress that expatriates might feel and their mental state. However, homesickness, loneliness, language barriers, and cultural differences are only a small part of a whole range of emotions that one can feel during this process. Everyone is different, and how we feel and perceive situations can be different. However, whether their effect is minor or major, they still contribute to one's stress level.

When a person relocates from their home country to a new one, they may experience psychological distress, which may impair their work performance or even how they carry out their daily routines (Morawa and Erim, 2014). Psychological distress is a multifaceted and ongoing stage of psychological and social changes that includes constant international interaction, learning a new language, forming a new social network, socializing, and integrating new values, attitudes, and habits (Morawa and Erim, 2014). In other words, expatriates are continually forced to encounter new difficulties during this cross-cultural transition period and work to overcome them. As expected, the battle to adapt to this ongoing process of psychological and social changes and the persistent

attempts of problem-solving may be difficult for expatriates. For this reason, companies that choose to assign an employee to a project in a different state need to prepare them for the difficulties they will face; this can also apply to self-initiated expatriates (Przytuła, 2015).

2.6.2 Psychological analysis of motivation between expatriates and locals

Defining motivation may be done in several ways. Motivation is described as the underlying factors that impact a person's direction, intensity and persistence in their voluntary conduct (Vecera, Miller, & Marcus, 2008). To achieve a certain goal, motivated personnel likely to place in a certain level of effort (intensity) for a specific amount of time (persistence).

Moreover, three forms of motivation exist: intrinsic, extrinsic, and self-motivation (sometimes referred to as self-control). From internal rewards, intrinsic motivation is generated. They are related with jobs or activities, such as the pleasure of solving a problem or the desire to have fun. An extrinsic motivator is one that comes from beyond the performer's control (Ryan and Deci, 2000). For example, the audience appreciation for a athlete's performance in sports, motivates him or her to do even better in future performances. Money is the most obvious example for employees of an organization, but coercion and the prospect of punishment are also typical extrinsic motivations. At long last, drive for self-control is becoming more frequently acknowledged as a kind of emotional intelligence. A more conservative definition of intelligence could indicate that a person is very bright, but they may be hesitant to put such intellect to use in certain pursuits.

McShane and Von Gilnow (2000) believe that motivation originates from individual needs and underlying drives. Deficits that activate or trigger behaviors to meet those wants are referred to as needs. The more powerful an individuals' needs are, the more determined they are to meet them. A fulfilled need, on the other hand, does not motivate. The drives are the natural or innate urges to seek specific goals or preserve internal stability (Maslow, 1943). Every human person has the same motivations, which are most likely in place to help the species thrive. Drives create needs, but knowledge and

societal forces such as culture and childhood upbringing can help to reinforce them (Billman, 2020).

Last but not least, in order to succeed in any endeavor, someone must be motivated. It might be favorable or bad, subtle or evident, tangible or intangible (Clark & Wilson, 1961). It is critical in organizations because it is critical to employees' effective performance. Unfortunately, lately, motivation has also become more difficult due to an increasingly chaotic workplace climate, the elimination of direct supervision as a motivating tool, and the difficulty, or better yet, luck, of understanding what motivates people entering the job force.

For expatriates to be successful in their missions abroad, host country people must provide social and workplace support (Varma et al., 2016). Expats who move to a new country benefit from social support services that help them adapt to their new surroundings. On the other hand, workplace assistance teaches expatriates how to communicate in the workplace, which varies significantly from country to country—even within the same company. Regarding locals' motivation to assist foreigners, it has been shown that people assist based on personality type and perceived values similarity (Varma, Aycan, Budhwar, Pichler, Uygur, & Paluch, 2016).

Motivation is a type of energy that people bring to work; some argue it is the level of energy that determines how well they perform (Reeve, 2015). It has been discovered that organizations succeed because of their employees' intrinsic motivation, which is only feasible when companies focus on developing their employees. Motivation that comes from inside, as opposed to external factors, arises when individuals do something because it excites them or makes them feel good about themselves. On the other hand, extrinsic motivation necessitates an instrumentality between the activity and some separable results, such as tangible or verbal incentives. Thus satisfaction comes from extrinsic consequences that activity leads to, rather than from the activity itself (Ryan and Deci, 2000). Therefore, any firm that gives employees job autonomy and allows them to develop according to their own needs sees a boost in work morale and motivation.

According to action regulation theory, work autonomy and decision-making lead to maximum motivation (Ambrose and Kulik, 1999). Managerial support, encouragement of self-initiatives, and providing choice lead to improved job satisfaction and perfor-

mance. In America and Europe, effective performance appraisal is widely used to motivate, control, and manage employees' future performance. If employees do not receive feedback from management, they assume they are performing well at work, which leads to unanticipated problems. Nobody wants to be overlooked or undervalued. The term "appraisal" here refers to multisource appraisals rather than typical supervisory appraisals. Multisource appraisals from oneself, co-workers, customers, and other sources are more accurate and fair, resulting in higher satisfaction levels and incentives to improve performance (Selvarajan & Cloninger 2012). Employee reactions to perceived employee fairness, accuracy, and satisfaction are used to determine appraisal effectiveness, and these factors might inspire employees to perform better.

Performance appraisal is a technique for providing feedback that leads to improved performance (Selvarajan & Cloninger 2012). Determining the aspects that influence performance appraisal systems is critical since it will elicit favorable responses from employees, which will push them to enhance their performance. Furthermore, employee perceptions of fairness are divided into three categories: distributive, procedural, and interactional fairness (Colquitt et al. 2001). How workers perceive their performance scores in terms of fairness is referred to as distributive fairness. Procedural fairness emphasizes the process' validity in determining outcomes. Finally, interactional fairness is linked to employees' level of interpersonal treatment during the performance review process. According to the meta-analysis, fairness perceived improves job satisfaction and performance (Colquitt et al. 2001).

Employees are either rewarded or penalized depending on their performance. Employees can be effectively motivated with appropriate rewards (Baskar and Prakash Rajkumar, 2015). Companies concerned about reward budgeting must realize that acknowledgment does not always have to be monetary. Praise and acknowledgment are the single most important reward. Employees value material incentives as well. Managers should be able to figure out what motivates their staff and tailor incentives to fit their needs. But how should "suitable rewards" be interpreted? Several factors can be attributed to this. Personal rewards, for starters, are more motivating than organizational rewards. The likelihood of employees becoming motivated increases when their pay reflects their personal accomplishments (Rissel et al., 2010). Finally, most individuals are interested in topics that directly and personally impact them.

Furthermore, certain incentives can encourage employees to work more. Conversely, uncertain rewards inspire employees less. For example, if an employee achieves a sales revenue of USD10,000 this year, he or she will receive a \$1,000 bonus, or whatever branch manager earns a sales revenue of USD10,000 will receive a \$1,000 bonus. The latter situation suggests that the branch manager wins a competition that the other employees are unable to win, causing them to withdraw from the competition (Rissel et al., 2010).

The number of incentives is seen as a measure of motivational effectiveness. People, by nature, are always seeking more, particularly in terms of remuneration. The right prize amount might help motivate personnel. But how much should the prize be? It is an important question for managers to ask employees. An incorrect award amount can ruin a program. As a result, determining the suitable award amount aids program progression. Employees want to be acknowledged in public. They favor public gratification over private gratification. A public reward is a way of recognizing an employee's outstanding performance. It demonstrates to other employees how well they perform and takes precedence over all others. Furthermore, it is a practical and successful technique to encourage employees to improve their performance in the future. Employees who enjoy being in the spotlight will benefit from public recognition. As a result, they would work harder the following time to get everyone's attention (Rissel et al., 2010).

In a nutshell, the examples mentioned above presented how vital motivation can be to individuals in general and expatriates, most importantly. Previously, it was discussed how stress can really affect their mental health and how well they get on with their lives. This section introduces the idea of motivation, which is a notion that has the opposite effect of stress and can help with high-stress levels. As mentioned, one of the main reasons people choose to leave their native country is work. This foreign environment can put immense pressure on expatriates, so there needs to be a mechanism that can help ease that stress. Motivation has proved to be an effective way to do that, especially in a work environment, since that is the main reason why most choose to leave their homes (Saxby, 2007).

Furthermore, the notion of autonomy was explored and how it can affect positive job performance. Other different methods of appraisal which need to be determined by organizations themselves based on a thorough understanding of their employees should

also be considered (Rissel et al., 2010). This can help them want to improve more and more and want to adjust better, and help firms reach high results in their line of work, creating a win-win situation for both parties involved.

2.6.3 Psychological analysis of resilience between expatriates and locals

Resilient people have the ability to adjust positively in the face of hardship. (Bhamra, Dani, & Burnard, 2011). Psychologists discovered that most of what might promote resilience originates from outside the person after highlighting the invulnerable or indestructible child. Because of this, researchers have been focusing on the individual, family and societal levels in their hunt for resilience qualities. Resilience within and between cultures, as well as the impact communities and cultures have on individual resiliency, is becoming an increasing focus of research.

The ability to recognize human resilience features may be shown in the fact that it takes bravery to adapt to new conditions and stay open to the personal development that occurs as a result of doing so. Resistant individuals, as Young Yun Kim points out, have an easier time assimilating into a new society (Kim, 1988). It is also pertinent to resilience thinking to consider the barriers that family members face as a unit throughout the adaptation process. Resilience in a family refers to how a family copes with and handles the stress of changing circumstances as a unit, as well as how it adapts to the changes and continues to grow as a family (Walsh, 2006).

It is believed that resilience may be beneficial both as a protective barrier against stresses and as an inherent source of positive value (Hobfoll, 2011). It's widely believed to be effective in helping individuals deal with and recover from life's most difficult experiences. In this case, resilient expatriates will be able to recover from internalized unfavorable experiences with bosses and workplace hierarchy issues. Expats with poor resilience, on the other hand, can find it more difficult to rebound from the absorbed stress caused by their managers or the vertical structure in which they operate. Being resilient is seen as an asset by many people, as a resource that enables people to "stay active, engaged, and absorbed in vital life tasks, even in the face of substantial challenge" (Hobfoll, 2011, p. 128).

Considering this fact, resilience can be regarded as a positive factor in expatriates' lives. Individuals with a high level of resilience will have a better experience when adapting to the workplace and the foreign country (Davies, Stoermer, & Froese, 2019). This will help expatriates have a better chance of forming meaningful work relations with other employees, other locals as well. Rather than becoming overwhelmed by stress, they can gain skills in their occupations more quickly. Resilient expatriates will view pressure differently than non-resilient persons (Davies, Stoermer, & Froese, 2019), resulting in a more positive outlook on the workplace's issues. Those who believe in their own capacity to recover quickly from and master difficult situations are more inclined to concentrate on what they can gain rather than what they can lose. As a result, these people will maintain a positive attitude and will not 'lose heart' during the adjustment period. These expatriates will also have a higher chance of succeeding in their assigned tasks and performing well in their assigned job. As mentioned previously, being resilient and not giving in to the main stressors discussed earlier will also encourage them not to end their assignment earlier than expected, resulting in low turnover rates (Davies, Stoermer, & Froese, 2019).

2.7 Conclusion

Looking at the construct of resilience from the early origins gives a whole perspective on the term because it is important to understand its several dimensions. It is often used and applied in many disciplines, and although there can be found a number of definitions, it all comes back to the ability to return to an initial state.

When it comes to coping with stress, change, and unpredictability, persons who are more resilient are believed to be better equipped than others to do so. Their strengths instead of flaws allow them to pursue healthy growth despite the risks they face (Fergus & Zimmerman, 2005). Individuals risk increasing their susceptibility and missing out on possibilities if they choose to fight change. As a result, resilience is a journey through change and development; it is about finding answers to the obstacles faced and giving strains and difficulties a positive meaning. Adaptation, according to Walsh (2006), is a proactive process of persistence, self-righting, and progress that occurs in response to emergencies or difficulties. This process necessitates an openness to new experiences as well as a sense of interconnectedness with others. The development of resilience is a

result of a mix of solid internal assets and positive external resources, for example, such as social networking support.

There is a substantial difference between women and men regarding how resilient they are. Those differences are biological but also result from the social roles indicated for both. Nevertheless, when a woman is called weaker than a man, as shown in several studies mentioned above, many factors are not considered, creating a more significant gap toward facilitating equality in workplaces.

However, resilience is strongly related to wellbeing; thus, it is interesting to understand how resilience affects someone's wellbeing. Several other factors are also crucial in this analysis. In fact, it is very interesting how factors such as relationships or purposes can be found as necessary in both resilience and wellbeing. Hence in this research, they will be analyzed alongside each other.

Finally, as mentioned earlier, resilience is very much influenced by several factors, which are also external; thus, a conclusion can be withdrawn that resilience between locals and foreigners is not the same. They have different resilience thresholds because they are also exposed to various stressors. However, if motivation is considered as one aspect that might affect resilience in foreign workers, their motives to fight for a better opportunity than in their home countries would make them more resilient than locals.

3 HYPOTHESES DEVELOPMENT AND CONCEPTUAL FRAMEWORK

Seven hypotheses are constructed based on the literature reviewed above. They will be utilized to address the research questions raised in this study. The seven hypotheses will be based on the factors addressed in the literature review and their shown relation.

Hypothesis 1

The first hypothesis will address gender resilience in the workplace. Based on the literature review, it is essential to study gender resilience due to the significant differences existing between women and men. Considering the biological differences, beliefs, and behaviors of each gender, a difference in resilience can be easily indicated. However, studies have shown that although women demonstrate high resilience in different situations, they are still in disfavor regarding several aspects, such as domestic work alongside paid jobs, making them more exposed to stress. Hence the first hypothesis of this study is:

H1: Men are more resilient than women in the workplace.

Hypothesis 2

Based on the literature above, it can be concluded that foreigners face more challenging situations than locals. This would make many think that they are less resilient. However, it is also shown how their willingness to embrace the changes and opportunities alongside other personal motivations makes them go through adversities and successfully move on. Expatriates in the working environment face everyday cultural challenges like local language and habits that might also turn into stressors; thus, this will lead to the following hypothesis:

H2: Foreigners are more resilient than locals.

Hypothesis 3

Employees' lifestyles can be reflected in many ways in their everyday life at work. For example, many employees work extra long hours, affecting their sleeping hours and eating habits. Additionally, a stressful day at work might trigger the desire to drink two or more glasses of alcohol to 'relax and forget.' All of the above-mentioned makes individuals more vulnerable in challenging situations and affects their cognitive abilities reflecting on wellbeing as well. Considering this, the third hypothesis is developed:

H3: Employees who have healthy lifestyle habits show higher wellbeing.

Hypothesis 4

A day at work always brings many situations and events. It is up to each employee to decide how they will approach them. Optimism has been the subject of many research studies that try to prove its positive effects on people's wellbeing. However, there is a difference between an optimist and a pessimist in perceiving and dealing with a situation. This gives rise to the fourth hypothesis:

H4: Employees that show flexible thinking have a greater wellbeing.

Hypothesis 5

Motivation, inner strength, and confidence are directly related to how resilient someone is. Therefore, a motivated employee is more prompt to bounce back from a challenging situation because of his motivation. Apart from motivation, employees who show higher self-esteem and self-reliance tend to be more productive and go with more ease in a difficult situation. According to the literature mentioned above, resilience affects wellbeing, therefore the fifth hypothesis is:

H5: The inner drive of employees affects their wellbeing.

Hypothesis 6

As humans are social beings, the relationships in their lives have very high importance. They can get support, love, and respect from people around them. An employee's social environment affects their mood, positivism, and performance. More-

over, it has been proven that the benefits of having healthy relationships affect physical health as well. Thus the sixth hypothesis has been developed:

H6: Employees who show strong and healthy relationships with their colleagues have higher wellbeing.

Hypothesis 7

Individuals who show a clear understanding of purpose tend to be more motivated to face adversities and move on. Future focus is strongly related to this sense of purpose and the individuals' locus of control. For example, situations in the workplace might bring adversities that require individuals to question their objectives and how they want to achieve them. Therefore, the second hypothesis on this research is:

H7: Having a clear future focus affects wellbeing in the workplace.

In Figure 4, the theoretical framework of this study is presented, visualizing the relation between the factors measured to answer the research questions.

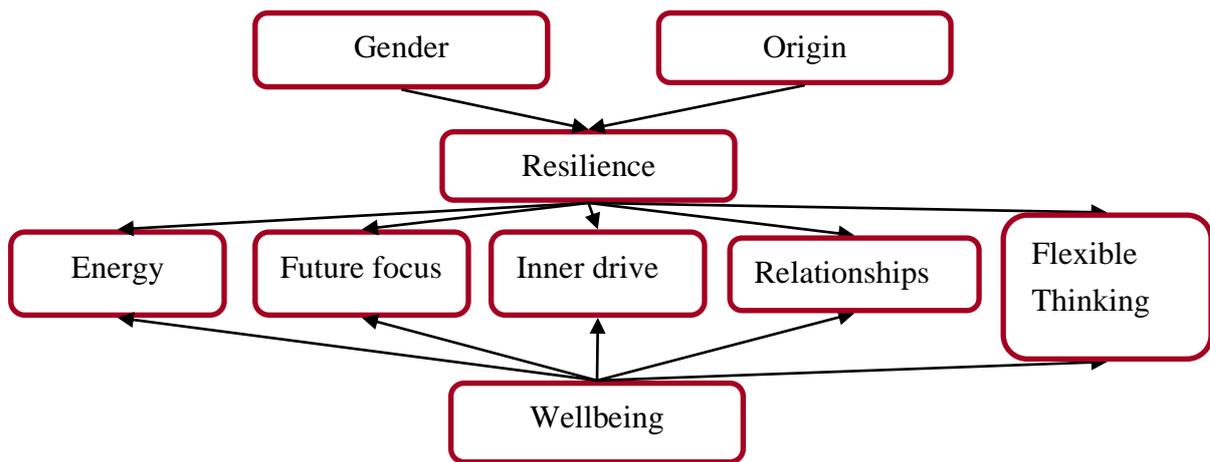


FIGURE 4 THEORETICAL FRAMEWORK OF THE STUDY

4 METHODOLOGY

4.1 Introduction

This chapter will explain and describe the methodology of this research and the data analysis done to answer the primary research question. Initially, the idea of this topic came in interest as the author had recently been presented to several work-related stories which required a high resilience to overcome. After reading through several scholar search engines, the final topic was chosen. This research aims to analyze whether resilience in the workplace is a trait that is more predominant in women or men. Furthermore, as Vienna is a multicultural city, and so are the working environments, this research aims to analyze whether expatriates had any differences in resilience compared to locals. Finally, this study will also try to understand whether there is an influence of the employees' wellbeing in their resilience. In order to come to answer the raised research questions, a literature review was done to be followed by the quantitative part of the research that used a survey as its means to the results. The detailed path that was followed will be presented in the following subchapters.

4.2 Research design

According to Polit and Hungler (2004), a research design is an outline for directing the study in a way that there is power over factors that can impair the validity of research findings. Research design is the researcher's strategy for acquiring answers to the study's research questions. Designing a study enables researchers to plan and conduct the study so that the aimed results are obtained, thereby increasing the likelihood of obtaining data relevant to the real world.

This research has chosen a quantitative method to test the conceptual research framework presented above. The quantitative data was obtained by carrying out a cross-sectional survey. As Creswell (2014) points out, distinct approaches are necessary for certain types of social research problems. In situations where (a) identifying the factors that influence a result is required, (b) assessing the value of an action is required, or (c) discovering the clearest indicators of results is required, a quantitative approach is the most appropriate strategy. For this reason, it is the most efficient way to test a hypothe-

sis or a hypotheses. Finally, quantitative research is a tool for evaluating objective ideas by analyzing the relationship between variables. Statistical analysis of numerical data may then be performed utilizing devices that monitor these variables. An introduction, literature and theory review, methods section, results section, and discussion section are all included in the final written report (Creswell, 2014).

Statistical, mathematical, or numerical examination of data gathered via polls, questionnaires, and surveys is the focus of quantitative methods. A quantitative study collects and analyzes numerical data from a wide range of persons or one particular phenomena in order to draw conclusions about the general population (Babbie, 2010). This research is classified as descriptive quantitative since it only looks for correlations between variables and only collects data on the variables once.

Several of the advantages of the quantitative research method that are also applicable for this study are as follows:

- For each hypothesis, it is simpler to draw a generalized conclusion with a larger sample size. Outliers in the study group are less likely to have an influence on the findings if the sample size is big enough. The additional data received from this work gives the outcome greater credibility.
- Data collection for quantitative research is done in real-time settings to enable near-instant statistical analysis. Experiments, surveys, and interviews provide rapid responses that become beneficial when combined with a data-driven strategy. Reduced time in acquiring these resources facilitates the discovery of correlations that finally lead to a meaningful conclusion.
- When participants think that a study is attempting to attain a certain outcome, their biases might enter the data range. Therefore, the quantitative technique is advantageous when attempting to investigate a specific theory within large population. This technique collects data using a randomized procedure, eliminating bias, and the data may then be statistically applied to the remainder of the population demographic being utilized.

The quantitative technique enables researchers to concentrate on a single fact. Additionally, this research method is advantageous when a sequence of data points is needed.

4.3 Online survey

Survey research is a frequently utilized technique in quantitative research since it elicits numerical data on the study subjects from the target population (Creswell, 2014). The acquired data is then seen as variables, which essentially describe the qualities and may be classified as independent, dependent, moderating or intervening variables (Creswell, 2014). A survey has been chosen as primary research because it is widely available through all types of electronic internet devices and hence has the potential to reach a larger audience. Due to the survey's online nature, it was delivered through online messaging platforms. Additionally, online surveys are useful since they provide participants with the opportunity to respond more honestly due to their anonymity. Moreover, it provides the participant with the flexibility to do so whenever and wherever he or she pleases. The survey's questions are designed to be brief in order to maintain participants' attention and encourage them to finish it completely.

Another advantage of an online survey is that it is simple to run and enables data collection for subsequent analysis in digital format. In addition, quantitative data collected by a survey allows for fairly objective analysis and interpretation. Another advantage of survey research is its high degree of generalizability and dependability. However, an increased risk of incorrect responses must be highlighted owing to respondents' lack of expertise about the topic of the study (Blackstone, 2012). The survey data was gathered sequentially during a three-week period from January 4th to January 25th, 2022.

Surveys include two kinds of questions: open-ended and closed-ended. Open-ended questions enable the responder to provide a qualitative response to a topic, while closed-ended questions provide the respondent with optional responses from which to pick (Blackstone, 2012). Thus, closed questions are often quicker and more accessible for the responder to answer. Additionally, closed questions allow for more efficient analysis since they provide the researcher with quantifiable data. On the other hand, open-ended questions provide the researcher with more insight into the respondents' ideas on a topic. Still, they are time-consuming to analyze since each response is distinct and must be evaluated by the researcher.

The primary data collection for this paper is done by a self-administered online survey that will target working individuals in Vienna. The survey used for this study consists of 45 questions, where the first 40 Likert scale questions are related to the topic of the study, and the five last ones are demographic questions. The questions used are adapted from the Wraw questionnaire on resilience and wellbeing of employees and SWLS (Diener et al., 1985). Each pillar of the Wraw is represented by seven questions and the five questions regarding life satisfaction. Due to the international nature of the working environment in Vienna, the survey was initially designed in English and later translated into the German language.

To maintain compliance with research ethics, respondents have completed the survey anonymously. Additionally, it will be erased by April 2022.

4.4 Pilot tests

The pilot test is critical for determining the survey's content validity and internal consistency (Creswell & Creswell, 2018). As a result, a pilot test was undertaken before sending the survey link. This test is designed to elicit participants' feedback on the survey's questions, structure, instructions, and length; this feedback helped to enhance the survey's overall quality.

Initially, the pre-survey was distributed to native English speakers, who detected three typing errors. Afterward, two more volunteers participated in this pilot test. They confirmed that the survey was easy to follow, comprehensive, and short. They reported an average of five minutes to complete it. Finally, in the second stage of this research, the survey was translated into German and tested with three other volunteers. One of them is Austrian, the other volunteer is not Austrian but born and raised here, and the last one is a foreigner raised and living here for more than thirty years. The reason for choosing different backgrounds of the volunteers is the actual reality of the multicultural environment in Vienna. Thus, it was important to test the comprehension of the test by different levels of language knowledge. All the feedback and remarks were taken into consideration, and the survey was edited accordingly. The final version is presented in the Appendix.

4.5 Sampling procedures

The most viable sampling strategy for this study is non-probability sampling. However, in order to reach a large number of interested participants, convenience sampling in combination with snowball sampling has been chosen. Convenience sampling is described as an effort to collect a sample of convenient answers, with the researcher making the primary selection when elements are at the right place at the right time. For example, this is the case with media platforms. Additionally, the response rate is raised by applying snowball sampling, where participants are asked to share the survey link to others and invite them to participate (Malhotra et al., 2017).

4.6 Data analysis

Following the data collected from the surveys, they are imported into the statistical software SPSS. Initially, all the variables are analyzed regarding scale reliability, and afterward, linear regression is applied to test the hypothesis presented in section 3.

5 RESULTS

5.1 Introduction

In this chapter, the results collected from the online survey are introduced. First, a demographic analysis of the data from respondents is analyzed in detail to better understand data distribution and the respondents' characteristics. Furthermore, scale reliability analysis and factor analysis were applied for each pillar. Hypotheses were tested through linear regression and univariate two-way analyses of variance. Finally, in order to analyze the impact of each pillar on wellbeing, the mean of all items for the respective variables was calculated.

5.2 Demographic analyses

This subchapter provides demographic information of the survey's respondents. Figure 5 below represents the gender distribution. Overall, there were 119 respondents in this study, where 73 were female, and 46 were male participants.

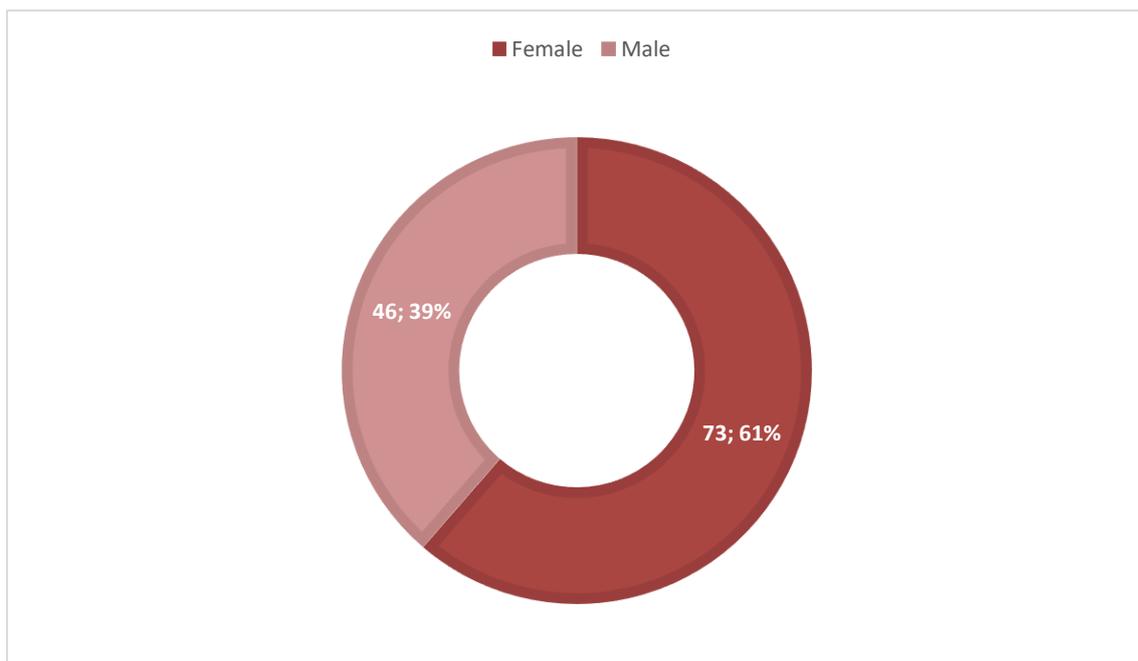


FIGURE 5 GENDER DISTRIBUTION

The following important demographic information is the age of the participants. The age distribution of the respondents ranges from 20 to 63. Figure 6 shows that the major-

ity of the respondents, 44% are between 26 and 35 years. This group represents the majority showing a young age of the respondents. The lowest group represented with only 1% was 56 + years old.

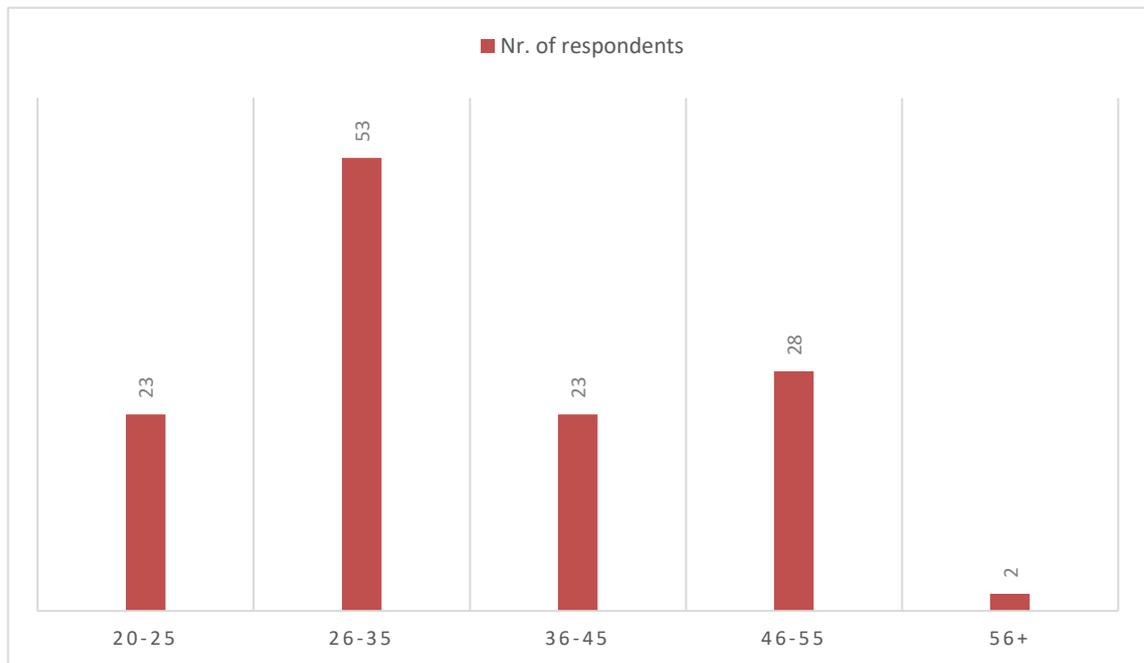


FIGURE 6 AGE DISTRIBUTION

Another demographic question in the survey was related to the respondents' education (Figure 7). The majority of the respondents, with 42.9%, hold a Master's degree.

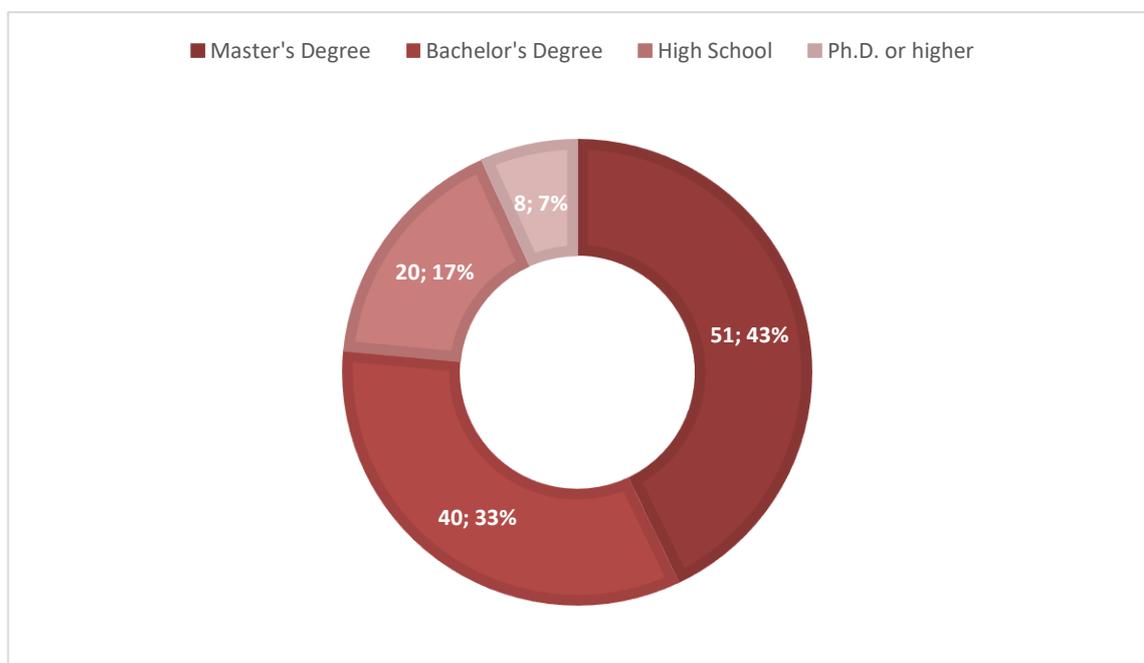


Figure 7 Education distribution

A very important demographic information for this study is the origin of the participants. It is essential to understand the ratio of foreigners and locals in order to answer one of the hypotheses of this study. The results as shown in Figure 8 show that 69% of the participants are non-Austrians, and 31% are Austrians.

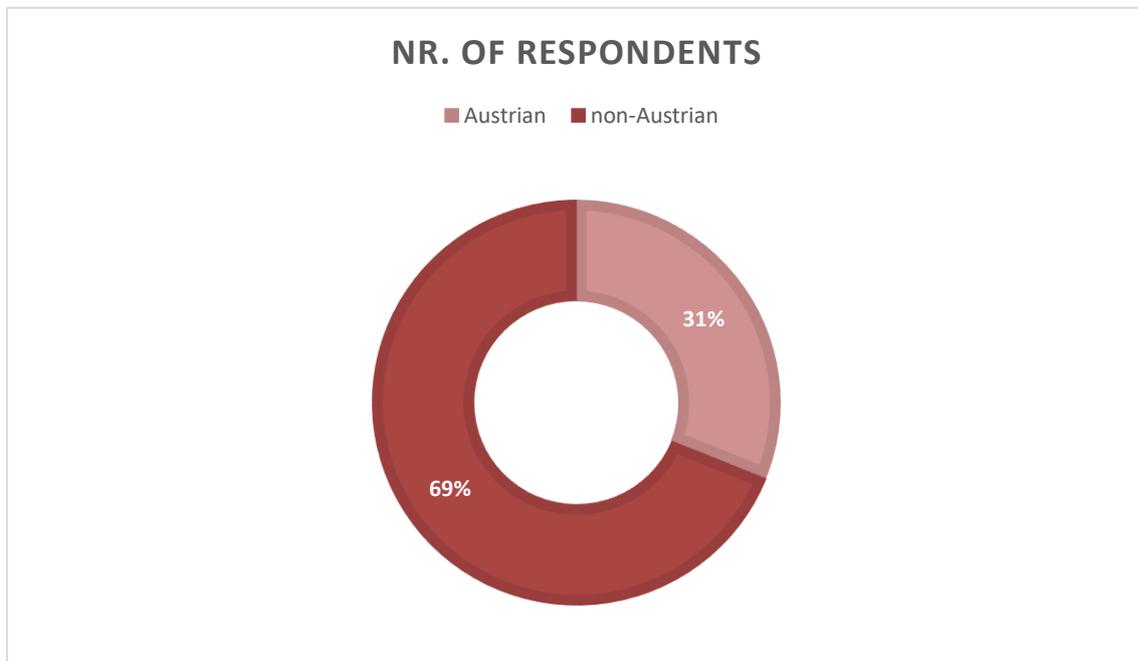


Figure 8 Origin distribution

The final demographic question was interested in how many years have the respondents been living in Vienna. The highest range of years is from 6 to 10 years with 28%. Figure 9 presents the rest of the results.

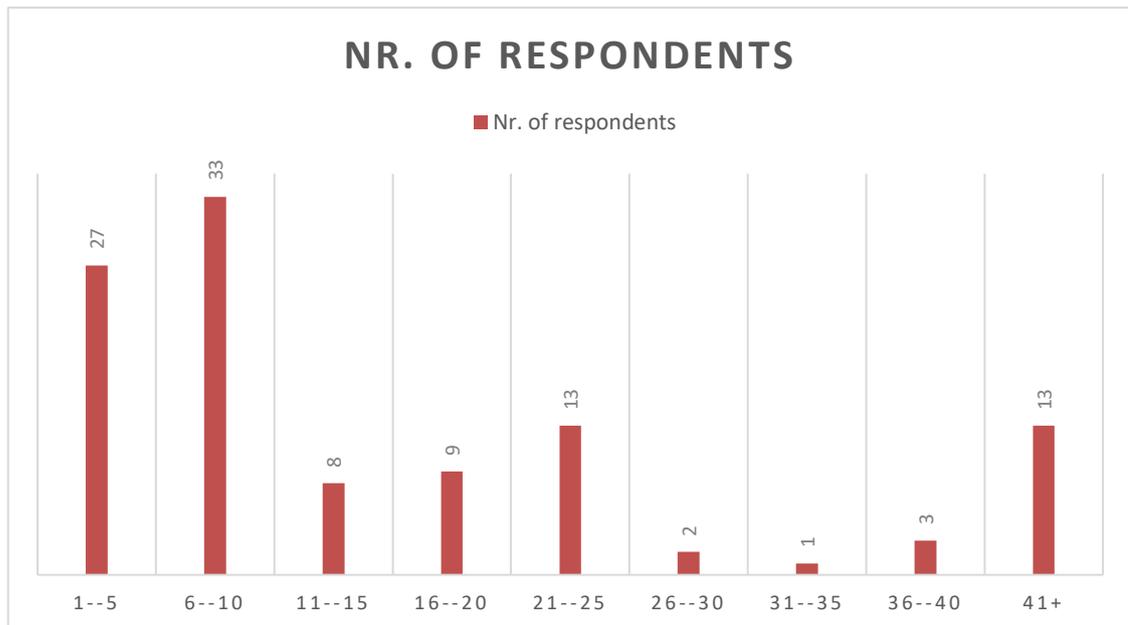


Figure 9 Years lived in Vienna

5.3 Scale reliability

A scientific instrument must be trustworthy as well as legitimate in order to produce accurate measurements and results. These measures are required in order for the variables under investigation to be straightforward to understand. Reliability is defined as the degree to which a tool assesses a construct throughout items and points in time (MotiveMetrics Research, 2013). Cronbach's Alpha is a measure of how reliable a system is. In so-called "Classical Test Theory", is a statistical measure of consistency dependability that approximates the real score to error ratio as closely as possible. Cronbach's Alpha should be at least 0.7 and should be in the range of 0-1.

Scale reliability analysis allows for the investigation of the characteristics of measuring scales as well as the items that make up the scales. The Reliability Analysis technique may be used to produce a wide range of commonly used scale reliability measures, as well as provide information on the relationships between scale items (IBM). Therefore, a reliability study was performed in order to ensure that the measured variables could be considered as constant throughout time.

TABLE 9 SCALE RELIABILITY RESULTS

Construct and items measuring the construct	Cronbach's Alpha if item deleted	Cronbach's Alpha
Energy		0.712
I feel very energetic	0.700	
I work out my whole body on a weekly regular basis	0.652	
I drink about 2 litres of water a day	0.666	
I make sure to get at least 7 hours of sleep a night	0.680	
I take enough time to relax and enjoy my lunch	0.685	
I eat lots of fibre, fruits and vegetables	0.651	
Future focus		0.820
I feel I have a sense of purpose in my life	0.759	
I know how to achieve the goals I have set for myself	0.777	
I try to keep things in perspective all the time	0.779	
I think about and plan about my future	0.797	
My work gives me a sense of purpose	0.808	
Relationship		0.705
I make sure to get help when I need it	N/A	
I know where to go for support if I am under pressure	N/A	

Table 9 Scale reliability results – Continued

Construct and items measuring the construct	Cronbach's Alpha if item deleted	Cronbach's Alpha
Inner drive		0.817
I tend to focus on solutions rather than problems	0.787	
I feel able to weigh up my options when making a decision	0.776	
I put a lot of effort into overcoming setbacks	0.830	
I think I do a good job at work	0.772	
I see obstacles and challenges as temporary	0.797	
I am more open than most people	0.807	
I am curious to find new or different ways of doing things	0.774	
Flexible thinking		0.742
I find it hard to get on with things I find difficult	0.709	
I tend to blow things out of proportion	0.700	
I am fed up with constant change	0.732	
If things don't go smoothly, I tend to disengage	0.680	
I often get panicky at work	0.713	
I feel that other people have a negative view of me	0.698	

Table 9 Scale reliability results – Continued

Construct and items measuring the construct	Cronbach's Alpha if item deleted	Cronbach's Alpha
Wellbeing		0.867
In most ways my life is close to my ideal	0.819	
The conditions of my life are excellent.	0.835	
I am satisfied with life.	0.820	
So far I have gotten the important things I want in life.	0.847	
If I could live my life over, I would change almost nothing.	0.872	

The findings presented in Table 9 reveal that all constructions can be considered sufficiently reliable since Cronbach's Alpha for each construct is more than 0.7. Additionally, the values of "Cronbach's Alpha if item deleted" were also analyzed as they indicate if a particular variable has a positive or negative effect on the construct as a whole and whether it should be eliminated or not. Cronbach's Alpha if item deleted results require that the value of each variable should be compared to total Cronbach's Alpha value. If these values are less than total Cronbach's Alpha, then each component adds to the construct's reliability. Therefore, according to the Cronbach's Alpha and Cronbach's Alpha if item deleted, each construct was modified to achieve the correct values.

Initially, the first five constructs had seven items each. However, for the first one, one item had a very high Cronbach's Alpha if item deleted value, and thus it was deleted. Then, in order for the second construct to achieve the desired value, one item was recoded, and another one was deleted. Further, the three other constructs' items were mixed and matched while also deleting some of the items with a negative effect because no recoding or reallocation changed their negative effect. From Table 9, it can be seen that two items 'I put a lot of effort into overcoming setbacks' and 'If I could live my life

over, 'I would change almost nothing' have a higher Cronbach's Alpha if item deleted than the overall Cronbach's Alpha of their correspondent construct. However, they are not deleted because there would not be a considerable increase in reliability. Finally, it can be claimed that each construct has a high degree of reliability and that no further modifications are required.

5.4 Factor analysis

A factor analysis is one of the first phases in this thesis' quantitative data analysis. The elements that will be extracted from these analyses for each variable are the KMO, Bartlett's Test, scree plot, and the rotated component matrix. The value of KMO is satisfying when greater than 0.7 and for this analysis it is 0.814, and the significance of Bartlett's test 0.001 smaller than 0.05. Further, the scree plot and the rotated component matrix show how many components are extracted and which one has the highest influence on the total construct. As it can be seen in Table 10, eight components are extracted. Furthermore it can be seen that the highest values for each item of the first pillar are scattered. The first, second and sixth item 'I feel energetic' (0.646), 'I work out my whole body on a weekly regular basis' (0.794) and 'I eat lots of fibre, fruits and vegetables' (0.592) are located in the fifth component. The next two highest values for 'I drink about 2 litres of water a day' (0.613) and 'I make sure to get at least 7 hours of sleep at night' (0.759) can be found in the seventh component. This scattered allocation can be due to the sample size, nevertheless only a part of the desired structure could be verified.

The rest of the items per each pillar are all located in the same components. Accordingly, future focus can be found on the fourth component, relationship can be found on the sixth component. Further, inner drive is located in the second component, flexible thinking can be found on the third component and finally life satisfaction can be found on the first component.

TABLE 10 FACTOR ANALYSIS OF THE ITEMS**Rotated Component Matrix^a****Components**

	1	2	3	4	5	6	7	8
I feel very energetic	.374	.199	.035	.024	.646	.050	.001	-.316
I work out my whole body on a weekly regular basis	.082	-.055	.071	.104	.794	.037	.109	.124
I drink about 2 litres of water a day	-.045	.071	-.189	.127	.447	.045	.613	-.075
I make sure to get at least 7 hours of sleep at night	.186	.110	.048	.050	.095	.068	.759	.189
I take enough time to relax and enjoy my lunch	.224	.178	.102	.184	.227	-.070	.297	.658
I eat lots of fibre, fruits and vegetables	-.058	.025	.017	.167	.592	.164	.307	.268
I feel I have a sense of purpose in my life	.553	.112	-.008	.448	.089	.233	.282	-.003
I know how to achieve the goals I have set for myself	.306	.192	-.221	.687	.180	.070	.180	-.040
I try to keep things in perspective all the time	.236	.373	-.155	.621	.178	.111	-.035	.083
I think about and plan about my future	.222	.155	.047	.748	.065	.154	.020	.065
My work gives me a sense of purpose	.508	.315	.168	.101	.164	.304	.331	-.090

Table 10 Factor analysis of the items - Continued

Rotated Component Matrix ^a								
	Components							
	1	2	3	4	5	6	7	8
I make sure to get help when I need it	.115	.184	.010	.230	.192	.810	.067	.057
I know where to go for support if I am under pressure	.437	.195	.070	.101	.035	.606	.089	-.068
I trend to focus on solutions rather than problems	.401	.638	-.057	.228	.096	-.077	-.194	-.106
I feel able to weigh up my options when making a decision	.235	.657	-.192	.280	.041	-.086	.115	.201
I put a lot of effort into overcoming setbacks	-.298	.649	.237	.017	.089	.177	.090	.014
I think I do a good job at work	.233	.555	-.147	.456	-.018	.355	.078	-.076
I see obstacles and challenges as temporary	.244	.541	-.160	.155	.260	.035	.085	-.210
I am more open than most people	.163	.648	-.067	-.023	-.158	.169	.094	.098
I am curious to find a new or different ways of doing things	.222	.605	-.169	.348	-.010	.157	.067	.129
I feel that other people have a negative view of me	-.235	-.019	.554	.023	.383	.067	-.310	.030
If things don't go smoothly I tend to disengage	-.010	-.072	.787	-.126	-.130	-.050	.245	-.039

Table 10 Factor analysis of the items - Continued

Rotated Component Matrix ^a								
	Components							
	1	2	3	4	5	6	7	8
I often get panicky at work	-.159	-.042	.558	-.170	.007	-.359	.032	.147
I find it hard to get on with things I finds difficult	-.068	-.051	.670	-.184	.107	.047	-.173	.294
I tend to blow things out of proportion	-.071	-.157	.695	.085	-.014	.225	-.102	-.224
I am fed up with constant change	-.233	.053	.492	.322	.230	-.328	.183	-.411
In most ways my life is close to my ideal	.810	.221	-.048	.078	.074	.138	.028	.156
The conditions of my life are excellent.	.787	.087	-.085	.191	-.005	.036	.061	-.092
I am satisfied with life.	.720	.074	-.134	.324	.015	.294	.159	-.019
So far I have gotten the important things I want in life.	.649	.189	-.111	.270	.044	.278	-.007	.208
If I could live my life over, I would change almost nothing.	.675	.096	-.247	.054	.056	-.100	-.026	.119

From the scree plot graph in Figure 10, although a little bit hard to exactly distinguish them due to the high number of components, it can be seen that here as well eight components are extracted, but with large eigenvalues of few factors at the cost of others.

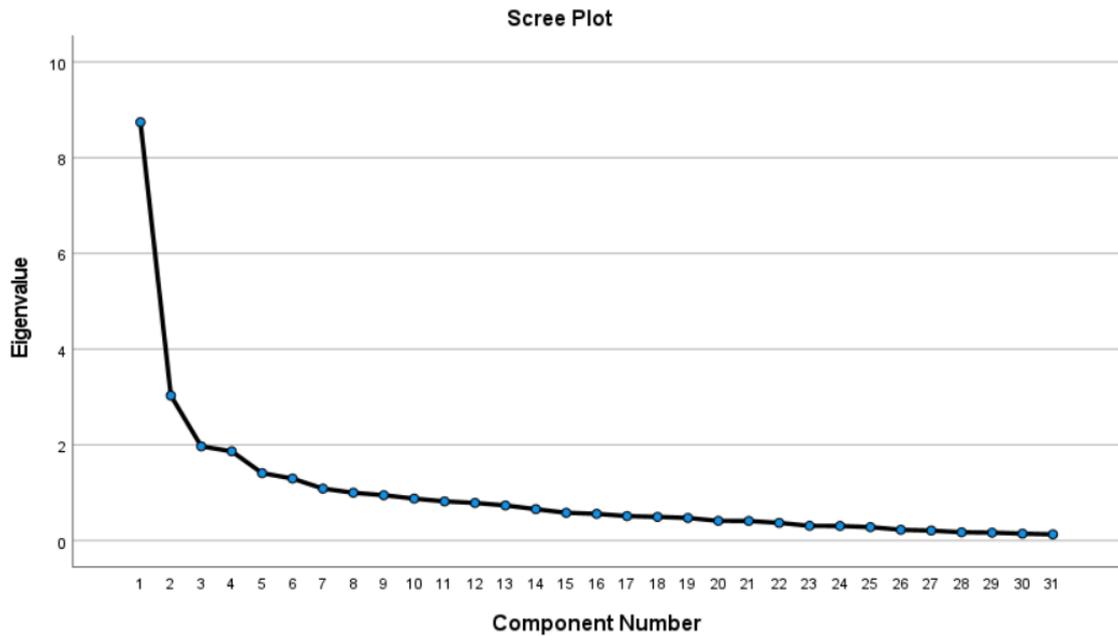


FIGURE 10 SCREE PLOT OF ALL ITEMS ANALYZED

5.5 Testing of hypotheses

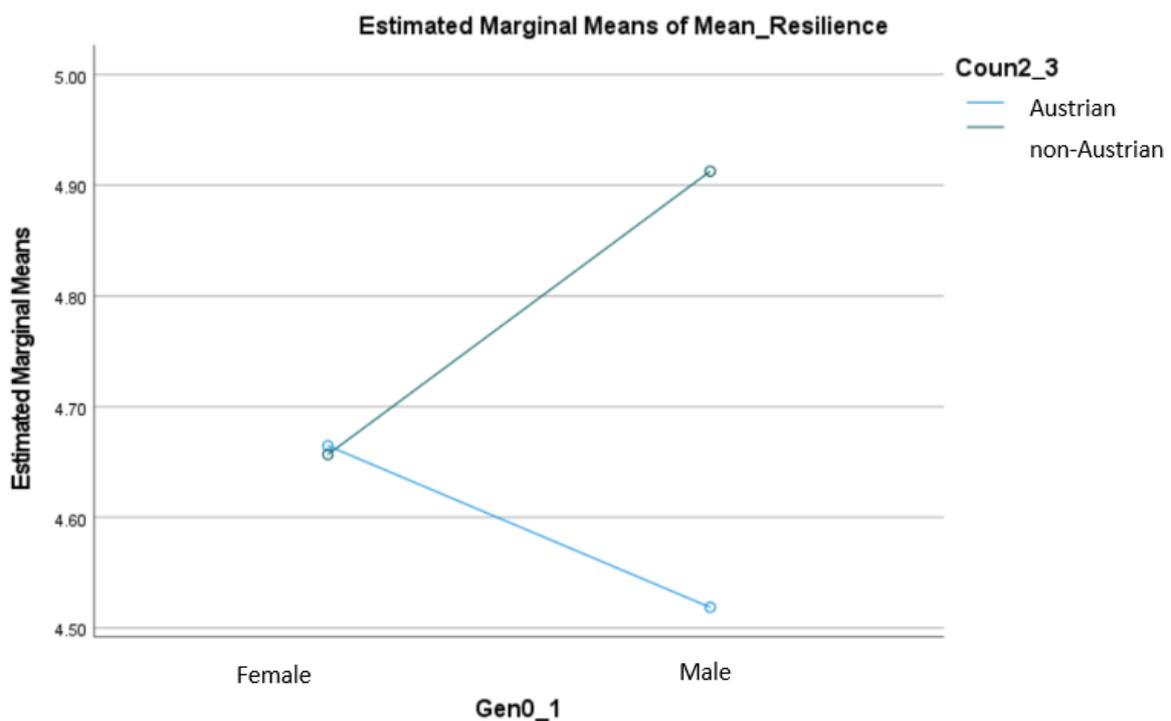
In this subchapter, the hypothesis presented in Chapter 3 were tested via SPSS where 5 of them have been tested with a linear regression analysis. Two of them, which are related to the participants' demographic information, are tested with two-way analysis of variance.

H1: Men are more resilient than women in the workplace.

H2: Foreigners are more resilient than locals.

TABLE 11 RESILIENCE BY GENDER AND ORIGIN RESULTS

Hypothesis 1 & 2	Sig.
Gender → Resilience	0.710
Origins → Resilience	0.194
Gender * Origins	0.177

**FIGURE 11 RESILIENCE BY GENDER AND ORIGIN GRAPH**

Hypothesis 1 analyses the relationship between gender and resilience in the working environment using 2-way analysis of variance. In the Table 11, it can be seen that the significance level is higher than 0.05 meaning that the effect of gender is not significant in resilience.

Hypothesis 2 analyses the relationship between origins, Austrian and non-Austrian, and resilience in the working environment. However, results show that there is no significant impact of origins on resilience.

Nevertheless, if the graph in Figure 11 is interpreted it can be seen that non-Austrian males are more resilient than Austrians. Instead, Austrian females show almost the same level as non-Austrians. Finally it can also clearly be seen that males show higher levels of resilience compared to women. Nevertheless, due to the very high p-value both hypotheses cannot be confirmed.

H3: Having a clear future focus affects wellbeing in the workplace.

TABLE 12 RESULTS OF REGRESSION ANALYSIS

	R	R ²	F	β (constant)	β (Future Focus)	Standardized β
H3 Future focus → Wellbeing	0.653	0.426	86.961 p < 0.001	1.187	0.685	0.653

Table 12 shows the linear regression results between future focus and well-being. R-value is 0.653, which positively relates future focus to wellbeing. Furthermore, R² value of 0.426 stated that future focus accounts for 42.6% of the variations in wellbeing. The F-ratio is 86.961 with a significance p < 0.001, meaning that there is less than a 0.1% chance that an F-ratio this large would happen if there is no correlation between future focus and wellbeing. The β (constant) value is 1.187, presenting that there will be at least a 1.187 level of wellbeing observed when there is no future focus. In addition, the β value for future focus shows that by an increase of 1 degree of future focus, the degree of wellbeing will increase by 0.685. Finally, the standardized β is 0.653, which means that with every increase of one standardized unit in future focus, wellbeing will rise by 0.653 standardized unit, holding other variables constant. Furthermore, the significance value is p<0.001, which is less than 0.05, therefore, Hypothesis 3 is accepted, meaning the higher the future focus, the higher the probability of employees having a good well-being.

H4: Employees who have healthy lifestyle habits show higher wellbeing.

TABLE 13 RESULTS OF REGRESSION ANALYSIS

	R	R ²	F	β (constant)	β (Energy)	Standardized β
H4 Energy→ Wellbeing	0.658	0.433	89.487 p < 0.001	0.685	0.829	0.658

Table 13 presents a positive relation of the energy with wellbeing. The significance level is $p < 0.001$, lower than 0.05, which means that hypothesis 4 is accepted. Therefore, it can be assumed the higher the level of energy, the lower the probability that employees report a low wellbeing.

H5: Employees that show flexible thinking have a greater wellbeing.

TABLE 14 RESULTS OF REGRESSION ANALYSIS

	R	R ²	F	β (constant)	β (Flexible thinking)	Standardized β
H5 Flexible thinking→ Wellbeing	0.340	0.115	15.273 p < 0.001	6.114	0.377	0.340

The linear regression analysis result reported that flexible thinking is related to wellbeing. Table 14 that shows the significance of this test is $p < 0.001$, which means that hypothesis 5 is accepted.

H6: The inner drive of employees affects their wellbeing.

TABLE 15 RESULTS OF REGRESSION ANALYSIS

	R	R ²	F	β (constant)	β (Inner drive)	Standardized β
H6 Inner drive → Wellbeing	0.492	0.242	37.289 p < 0.001	1.722	0.577	0.492

Results of table 15 identified a positive relation of inner drive with wellbeing. As the significance level is $p < 0.001$; Hypothesis 6 is accepted.

H7: Employees who show strong and healthy relationships with their colleagues have higher wellbeing.

TABLE 16 RESULTS OF REGRESSION ANALYSIS

	R	R ²	F	β (constant)	β (Relationships)	Standardized β
H7 Relationships → Wellbeing	0.484	0.234	35.797 p < 0.001	2.617	0.435	0.484

The linear regression analysis result revealed a positive impact of relationships on wellbeing. Moreover, since the $p = 0.001$, the model is significant. Based on the values shown in Table 16, strong and healthy relationships of employees impact their wellbeing thus Hypothesis 7 is confirmed.

5.5.1 Multiple regression analysis

Analysis applied to the data collected focused on seeing and understanding every aspect and possible relation between factors to reach a better comprehension of the topic. Therefore, the next analysis presented below was applied in addition to the separate regression for each pillar to understand how they affect wellbeing when analyzed simultaneously. It is interesting to see that, in fact some of the pillars in this analysis come up as non-significant (Table 17). This allows the researcher to suppose that the effect of these pillars does not indicate any change in wellbeing because the other factors are more important when put all together. An additional test was done to see if there was any similarity between these two items and if the significance was going to change when one was removed, but the results showed that the output remained the same. Hence, when the energy pillar is removed from the analysis, the significance of the other pillars remains the same and similar is obtained when the inner drive is removed.

TABLE 17 MULTIPLE REGRESSION ANALYSIS OF ALL THE FACTORS

	R	R ²	F	Unstandardized β	Standardized β	Sig.
	0.711	0.506	23.133 p < 0.001			
Energy				0.015	0.015	0.848
Relationship				0.167	0.186	0.021
Inner drive				0.069	0.058	0.505
Flexible thinking				-0.250	0.076	0.001
Future focus				0.492	0.469	<0.001

5.6 Overview of the results of the hypotheses tests

Table 18 gives an overview of the hypothesis tested in this research.

TABLE 18 THE OVERVIEW OF THE HYPOTHESES

Hypotheses	Results
Men are more resilient than women in the workplace.	Not confirmed
Foreigners are more resilient than locals	Not confirmed
Having a clear future focus affects well-being in the workplace.	Confirmed
Employees who have healthy lifestyle habits show higher wellbeing.	Confirmed
Employees that show flexible thinking have a greater wellbeing.	Confirmed
The inner drive of employees affects their wellbeing	Confirmed
Employees who show strong and healthy relationships with their colleagues have higher wellbeing.	Confirmed

6 DISCUSSION AND CONCLUSION

The topic of resilience keeps on gaining a very high interest among researchers as individuals can be faced daily with unpredictable situations and adversities. Stressful situations in individuals' personal and professional lives cannot be divided very easily. Sometimes, people carry stress from their personal lives into their professional environment and vice versa. However, it is essential to understand how they react and act in the face of such adversities, specifically in a working environment, as the focus of this study. Is there a difference in resilience between women and men, and who is more resilient?

Moreover, this study aimed to analyze one more factor that might influence resilience in working environments: culture. Since Vienna is a multicultural environment, the organizations, institutions, and other workplaces have the same nature. Therefore, it is important to understand whether resilience is related to cultural background or not. This research attempted to answer all the questions mentioned above, gaining an overview and opening a window for future research.

An extensive literature review was done to understand the background of the topic, and it showed that resilience is a very intense topic, and a lot of research has been done to understand its nature. For example, sometimes resilience is considered a trait (Masten & Narayan, 2012) and is sometimes viewed as a skill (Bonanno, 2004). However, many definitions are presented, but what is important to remember is that resilience can be considered the ability to overcome and bounce back in the face of adversities (Smith et al., 2008). Nevertheless, this ability can change in different settings and fields of life (Masten 2007).

Several factors and situations can influence resilience. For example, one of the theories mentioned about resilience is related to shame and how to develop shame resilience (Brown, 2006). This, for instance, was more relevant for women due to the social dynamics and expectations. Although not confirmed by the significance of the models applied, from the interaction plot it can be observed that there is a difference in resilience between genders because of their social statuses and societal roles. Results of this study show that male employees are more resilient than females. Based on the literature review, this can happen due to their biological and social differences. However, it is still important to remember that high resilience in one field does not mean the same for other areas of life.

Furthermore, resilience is strongly related to other factors as well. Therefore, this study focused on understanding employees' resilience based on their energy level, which represent their lifestyle, future focus, and mindset that they have in the face of adversities. Moreover, it explored the employees' inner drive related to their motivation and confidence and, finally, their ability to create healthy relationships in their working environments. However, studies show that resilience has an influence in an individual's wellbeing as well. Thus, the resilience pillars are analyzed whether they have a positive or negative effect on wellbeing. The findings of this study showed that all the pillars mentioned above are related to wellbeing.

In addition, this study aimed to understand whether the origin of employees had an impact on their resilience level. This was very interesting because understanding such differences in a multicultural environment can be essential in creating an optimal working environment. Therefore, initially, suggestions regarding this factor were related to the motivation of foreign employees to strive in their new habitat. The model testing this hypothesis was not significant, however from the interaction plot it is obvious that non-Austrian were more resilient than locals. One very interesting finding was related to the fact that several participants had mentioned a foreign country of origin while stating that they have been living their whole lives in Vienna. This suggests that maybe their cultural background is preserved in their families, which might have been inherited, and being resilient is part of their 'life philosophy.'

The importance of this study can be applied in organizations helping managers better understand the different dynamics among employees. Understanding those differences in perceptions and reactions helps better manage adverse situations or help employees overcome them. In addition, those findings can be considered when designing resilience training for the employees. For example, since the results showed a higher resilience in male employees, specific programs can be designed to help female employees become more resilient in the workplace. The benefits of these applications will be essential for the employees as well as the organizations where they are working.

6.1 Limitations

Even though the study was designed to review as much as possible relevant theory upon the topic and the data collection instruments aimed to target a broad range of the target group, some limitations need to be addressed.

Because of the convenience sample approach used in the survey, the findings cannot be generalized to a more significant population segment. Furthermore, the study's sample size was relatively small, which limited the generalizability of the findings. Additional-

ly, surveys include the possibility for respondents to submit the information that is not entirely truthful. Moreover, from the results presented in section 5.2, it can be seen that the majority of the respondents were foreigners, which means that the snowball technique has directed the data collection more toward non-Austrians. Finally, answers might be biased since the participants might be part of the same population group.

Furthermore, it was noted from the demographics that a significant amount of respondents had a high school degree. However, the author realized later on that the Austrian education system is different; thus, participants might have chosen high school as an option instead of Vocational, for example.

Another limitation that should be considered in this study is the fact that it was conducted in Vienna, and resilience might be higher due to the lifestyle and culture of the population there. Still, these findings can not be representative of other cities or countries.

6.2 Future research

The findings of this study could serve as a foundation for future research. In addition, it can be expanded by investigating additional variables that might affect resilience.

In this study, the majority of participants were foreigners. For this reason, it is suggested that future research should equal the number of foreigners and locals in order to get more relevant findings.

Furthermore, the setting could also be more specific regarding the kind of working environment as the culture of different organizations or workplaces might differ; hence, this could also affect the employees' response.

Moreover, it is also recommended to apply mixed methods where in-depth interviews can give a more detailed insight into people's emotions and perceptions.

Additionally, as mentioned above, as one of the limitations of this study, education should be better targeted for more specific results.

Finally, since the working environment in Vienna is reach with different cultures and backgrounds, it would be interesting to investigate how specific cultures and interactions might affect resilience in a working environment.

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APPENDICES

Appendix 1: Survey questions (English version)

Resilience and wellbeing in the workplace

Dear participant,

Thank you for participating in this survey. We are analyzing the resilience and wellbeing of employees in Vienna's international working environment. Participation in this survey is voluntary, and your personal information will remain confidential and will only serve as a data basis for this research. In the following, you will see some statements which you will rate from 'Strongly disagree' to 'Strongly agree' based on your own experience and perception. Please note that your answers should be according to your personal judgment, and it is best not to spend too long thinking about the answer as you are encouraged to respond honestly. This survey takes about 5 minutes.

Your participation will significantly contribute to this study at Modul University Vienna.

Thank you for your input and participation.

Athina Dodbiba

Please rate from 1-strongly agree to 7-strongly disagree the following statements:

Description (optional)

I feel very energetic

1 2 3 4 5 6 7

Strongly disagree Strongly agree

I work out my whole body on a weekly regular basis

1 2 3 4 5 6 7

Strongly disagree Strongly agree

I drink about 2 litres of water a day

1 2 3 4 5 6 7

Strongly disagree Strongly agree

⋮

I make sure to get at least 7 hours of sleep a night

1 2 3 4 5 6 7

Strongly disagree Strongly agree

I take enough time to relax and enjoy my lunch

1 2 3 4 5 6 7

Strongly disagree Strongly agree

I eat lots of fibre, fruits and vegetables

1 2 3 4 5 6 7

Strongly disagree Strongly agree

I drink alcohol to improve my mood

1 2 3 4 5 6 7

Strongly disagree Strongly agree

I feel I have a sense of purpose in my life

1 2 3 4 5 6 7

Strongly disagree Strongly agree

I feel there are limited opportunities to progress in my career

1 2 3 4 5 6 7

Strongly disagree Strongly agree

I feel stuck with the issues that I am facing for the foreseeable future

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I know how to achieve the goals I have set for myself

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I try to keep things in perspective all the time

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I think about and plan about my future

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

My work gives me a sense of purpose

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I make sure to get help when I need it

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I pick up on emotions of others

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I am cautious about accepting help when offered to me

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I share my problems with my work colleagues

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I know where to go for support if I am under pressure

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I spend time with my work colleagues outside the office

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I feel that other people have a negative view of me

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I tend to focus on solutions rather than problems

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

If things don't go smoothly, I tend to disengage

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I often get panicky at work

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I feel able to weigh up my options when making a decision

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I put a lot of effort into overcoming setbacks

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I take time to reflect on how things have gone

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I think I do a good job at work

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I find it hard to get on with things I find difficult

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I see obstacles and challenges as temporary

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I am more open than most people

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I tend to blow things out of proportion

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I avoid jumping to conclusions

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I am fed up with constant change

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I am curious to find new or different ways of doing things

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

In most ways my life is close to my ideal

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

The conditions of my life are excellent.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

I am satisfied with life.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

So far I have gotten the important things I want in life.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	Strongly agree						

⋮

If I could live my life over, I would change almost nothing.

1 2 3 4 5 6 7

Strongly disagree Strongly agree

What is the highest level of your education you have completed?

High School

Bachelor's Degree

Master's Degree

Ph.D. or higher

Age

Short answer text

.....

Gender

Female

Male

Other...

Country of origin

Short answer text

.....

How long have you lived in Vienna?

Short answer text

.....

Appendix 2: Survey questions (German version)

Belastbarkeit und Wohlbefinden am Arbeitsplatz

Liebe Teilnehmer,

Vielen Dank für Ihre Teilnahme an dieser Umfrage.

Wir analysieren die Belastbarkeit und das Wohlbefinden der Mitarbeiter im internationalen Arbeitsumfeld Wiens. Die Teilnahme an dieser Umfrage ist freiwillig, Ihre personenbezogenen Daten werden vertraulich behandelt und dienen nur als Datengrundlage für diese Recherche. Im Folgenden sehen Sie einige Aussagen, die Sie aufgrund Ihrer eigenen Erfahrung und Wahrnehmung von „stimme überhaupt nicht“ bis „stimme voll und ganz zu“ bewerten. Bitte beachten Sie, dass Ihre Antworten Ihrer persönlichen Einschätzung entsprechen sollten und es ist am besten, nicht zu lange über die Antwort nachzudenken, da Sie aufgefordert werden, ehrlich zu antworten. Diese Umfrage dauert etwa 5 Minuten.

Mit Ihrer Teilnahme tragen Sie maßgeblich zu diesem Studium an der Modul Universität Wien bei.

Vielen Dank für Ihren Beitrag und Ihre Teilnahme.
Athina Dodbiba

Bitte bewerten Sie die folgenden Aussagen mit 1-stimme überhaupt nicht zu bis 7-stimme voll und ganz zu

Description (optional)

Ich fühle mich sehr energisch

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich trainiere wöchentlich meinen ganzen Körper

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich trinke etwa 2 Liter Wasser pro Tag

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich achte darauf, dass ich mindestens 7 Stunden pro Nacht schlafe

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich nehme mir genug Zeit, um mich zu entspannen und mein Mittagessen zu genießen

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich esse viele Ballaststoffe, Obst und Gemüse

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich trinke Alkohol, um meine Stimmung zu verbessern

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich habe das Gefühl, dass ich einen Sinn in meinem Leben habe

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich habe das Gefühl, dass es begrenzte Möglichkeiten gibt, in meiner Karriere voranzukommen

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich fühle mich mit den Problemen festgefahren, mit denen ich auf absehbare Zeit konfrontiert bin

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich weiß, wie ich die Ziele erreiche, die ich mir gesetzt habe

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich versuche die ganze Zeit die Dinge im Blick zu behalten

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich denke über meine Zukunft nach und plane sie

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Meine Arbeit gibt mir ein Gefühl von Zweck

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich Sorge dafür, dass ich Hilfe bekomme, wenn ich sie brauche

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich nehme die Emotionen anderer auf

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich bin vorsichtig, wenn ich Hilfe annehme, wenn sie mir angeboten wird

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich teile meine Probleme mit meinen Arbeitskollegen

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich weiß, wo ich Unterstützung finden kann, wenn ich unter Druck stehe

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich verbringe Zeit mit meinen Arbeitskollegen außerhalb des Büros

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich habe das Gefühl, dass andere Menschen eine negative Meinung von mir haben

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich konzentriere mich eher auf Lösungen als auf Probleme

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Wenn Dinge nicht wie geplant laufen, neige ich dazu aufzugeben

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich bekomme bei der Arbeit oft Panik

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich fühle mich in der Lage, meine Optionen abzuwägen, wenn ich eine Entscheidung treffe

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich habe viel Mühe darauf verwendet, Rückschläge zu überwinden

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich nehme mir Zeit, darüber nachzudenken, wie die Dinge gelaufen sind

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich denke, ich mache einen guten Job bei der Arbeit

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree						

Ich finde es schwer, mit Dingen voranzukommen, die mir schwer fallen

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich sehe Hindernisse und Herausforderungen als vorübergehend an

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich bin offener als die meisten Menschen

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich neige dazu, Dinge unverhältnismäßig zu belassen

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich vermeide es, voreilige Schlüsse zu ziehen

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich habe die ständige Veränderung satt

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich bin neugierig, neue oder andere Wege zu finden, Dinge zu tun

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

In den meisten Fällen ist mein Leben meiner Idee nahe

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Die Bedingungen meines Lebens sind ausgezeichnet

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Ich bin mit dem Leben zufrieden

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Bisher habe ich die wichtigen Dinge bekommen, die ich im Leben will

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Wenn ich mein Leben für immer leben könnte, würde ich fast nichts ändern

	1	2	3	4	5	6	7	
Disagree at all	<input type="radio"/>	Totally agree about						

Was ist der höchste Abschluss Ihrer Ausbildung?

- Weiterführende Schule
- Bachelor-Abschluss
- Master-Studium
- Ph.D. oder höher

Das Alter

Short answer text
.....

Geschlecht

- Weiblich
- Männlich
- Andere

Herkunftsland

Short answer text
.....

Wie lange lebst du schon in Wien?

Short answer text
.....