

Conceptual Analysis of Resilience at Workplace

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ABSTRACT

The aim of this paper is to assess Luthans' Positive Organizational Behavior (POB) theory of resilience in relation to its contribution to enhancing workplace performance and well-being. It seeks to provide a comprehensive understanding of resilience as a fundamental element of Psychological Capital (PsyCap).

This paper provides a comprehensive overview of studies on resilience within the framework of POB. The key advantage is the ease of applying these principles and core components to improve performance across organizations of varying sizes and sectors. It contributes to the existing body of knowledge while highlighting areas for future research. Conceptual in nature, this paper is based on a systematic review of the literature.

The two leading theories of resilience grounded in positive psychology are Frederickson's broaden-and-build theory and Luthans' positive organizational behavior (POB) theory of resilience. Both are rooted in positive psychology principles. Frederickson's theory emphasizes how positive emotions broaden thought-action repertoires, building personal resources like resilience over time. Luthans' theory integrates resilience into the broader POB framework, focusing on fostering positive psychological capacities that enhance employee performance and well-being in the workplace."

Resilience as a core concept of PsyCap can be measured, developed and has a direct impact on performance. These findings are useful for academia and industry both. They establish the association of resilience with workplace behaviours. Form the basis of trainings and intervention programs to enhance resilience and its ability to counter stress, achieve wellbeing.

INTRODUCTION:

Resilience is highly researched as a dynamic process, evolving concept. Resilience factors have been searched at the individual, family, community and cultural levels.

Early research primarily concentrated on identifying traits of "invulnerable" or "invincible" children who could thrive despite adversity. This stage emphasized individual characteristics that contributed to resilience. Rutter, (1985), definition of resilience against adversity was more related to factors that protect against psychiatric disorders. Positive relationships, coping skills, self-esteem, finding a sense of purpose, supportive environment and early life experiences are factors that help cope with adversity. Resilience is a process and not a trait (Rutter 1985).

Researchers began to acknowledge that resilience was not solely an individual trait but was significantly influenced by external factors, including family, community, and cultural contexts. This shift marked a broader understanding of resilience as a process rather than a fixed attribute. Early reference to resilience as a psychology construct was Ego resilience (Block and Kremen, 1996). High ego-resiliency helps individuals navigate interpersonal situations more comfortably, leading to greater personal satisfaction. Klohn, (1996) studied ego resiliency construct in light of individuals ability to cope with life challenges. Individuals with ego resiliency showed confidence, capacity to communicate, optimistic, formed warm open relationship and showed interest and keenness to do new things for personal growth and achievement.

Werner 1993 through Kauai longitudinal study, highlighted the journey of children born in acute challenges of perinatal stress, chronic poverty, parents with marital discord, divorce and parental psychopathology. Several of these children grew up to be caring and responsible due to resilience. Thus, drawing attention to the protective

factors of resilience and important implications for developmental theory and social action. The factors that contributed to resilience were individual traits like coping ability, outgoing and emotionally sensitive, an internal locus of control and a positive self-concept. These were further supported by several protective factors in family like parenting style, in community like presence of supportive adults, educational support and access to programs for smooth transitioning like school to college. Overall, this research emphasizes on the interplay between individual characteristics and environmental factors in shaping positive outcomes for high-risk individuals. The implications of the Kauai Longitudinal Study's findings extend to enhancing research methodologies, informing intervention strategies, and shaping policies that support resilience in high-risk populations.

Luthar and Cicchetti 2000 reflected on resilience as a dynamic process that helps individuals adapt positively despite adversity. This is achieved by using the resilience framework to study positive outcomes rather than positive adaptation thereby emphasizing on prevention and positive development. Identification of vulnerability factors that aggravate negative effects and applying protective factors to mitigate these effects. By application of resilience research to develop effective interventions and harness the power of resilience in enhancing wellbeing in our communities.

Masten 2001, showed how resilience is not just a rare trait but a common outcome for children facing adversity. Describing resilience to be more ordinary than previously thought, emerging from normative developmental processes. She emphasized that adaptive systems in children help the children develop robustly even in the face of adversity. These adaptive systems are linked to brain development, supportive parenting, emotional regulation and motivation to learning. This research underscores the importance of recognizing and fostering resilience as a typical outcome of healthy development, even in challenging circumstances.

These researches of Masten and Rutter led to the **Developmental and Lifespan Theory of Resilience**. This theory examines resilience across the lifespan, focusing on how individuals adapt to adversity throughout different stages of life. It emphasizes the role of protective factors such as supportive relationships, intelligence, and positive coping strategies. This theory terms resilience is a common and naturally occurring process rather than an extraordinary trait.

Frederickson's (2001, 2003) broaden and build theory explains resilience from the perspective of broadening the spectrum of problem solving skills. Experience of positive emotions and adaptive mechanisms help in building enduring personal resources that can be intellectual, physical, social and psychological resources. Intellectual Resources can be valuable in both personal and professional contexts. Positive emotions foster creativity, problem-solving skills, and cognitive flexibility. When individuals experience joy or interest, they are more likely to think outside the box and generate innovative solutions to challenges. Physical resources can help individuals cope with stress and recover from illness more effectively. Positive emotions can enhance physical health and well-being. For example, engaging in joyful activities may lead to better physical fitness, improved immune function, and overall health. These physical resources social resources provide emotional support during difficult times, contributing to resilience. Positive emotions facilitate social connections and relationships. When individuals express positive emotions, they are more likely to attract others, build supportive networks, and enhance their social skills. Psychological resources experiencing positive emotions can enhance psychological resilience by promoting a positive outlook, self-efficacy, and coping strategies. Individuals who regularly experience positive emotions are better equipped to handle adversity and bounce back from setbacks.

Positive Psychology and Resilience

Over time, individuals accumulate these resources and build reservoir of strengths that enhance individuals' resilience and overall well-being. Essentially, this theory suggests that positive emotions are not just fleeting experiences; they play a crucial role in shaping a person's long-term capacity to thrive and flourish in life. Positive Psychology and Resilience. Key contributors are Martin Seligman, Barbara Fredrickson. This approach highlights the role of positive emotions, optimism, and personal strengths in promoting resilience. It suggests that resilience can be developed through practices like gratitude, mindfulness, and fostering positive relationships. Key Concept: "Broaden-and-Build Theory" – positive emotions broaden an individual's awareness and build lasting personal resources that contribute to resilience.

Positive psychology, pioneered by Martin Seligman and others, focuses on promoting well-being, happiness, and human flourishing. Resilience is a key construct within positive psychology, emphasizing how individuals can bounce back from adversity and thrive. Positive psychology applies to various life domains, including personal, social, and professional aspects. In positive psychology, resilience is considered a general capacity for overcoming challenges, and it is often linked to positive emotions, personal strengths, social support, and adaptive coping mechanisms.

Positive psychology doesn't limit resilience to the workplace; it applies to all aspects of life, such as personal

hardships, health, and relationships. The focus is on enhancing individual strengths and psychological well-being.

Positive Organizational Behavior (POB) Theory of Resilience

Luthans followed the Positive Organizational Behavior (POB) Theory of Resilience, which is rooted in positive psychology. His approach emphasized resilience as a psychological capacity that can be developed in individuals within organizations to help them cope with adversity, bounce back from setbacks, and succeed in challenging environments.

Luthans and his colleagues, including Carolyn Youssef and Bruce Avolio, conceptualized resilience as one of the core components of psychological capital (PsyCap)—alongside self-efficacy, optimism, and hope. In this framework resilience is seen as a capacity that can be built and enhanced in employees through interventions such as training and development. Resilience involves not only bouncing back from adversity but also growing and thriving in response to challenges.

Luthans' work integrates resilience into the broader concept of POB, which focuses on promoting positive psychological resources that contribute to improved performance and well-being at work.

Positive Organizational Behaviour (POB) and Psychological Capital (PsyCap)

Luthans applies positive psychology concepts, such as resilience, hope, self-efficacy, and optimism, to the workplace. His focus is on developing these positive psychological capacities within employees to improve job performance and well-being. Psychological capital (PsyCap) is the key construct in Luthans' framework, consisting of four components: hope, efficacy, resilience, and optimism (HERO). Luthans views resilience as one component of PsyCap, emphasizing that it can be developed and strengthened through training and positive workplace interventions.

While positive psychology examines resilience broadly in life contexts, Luthans hones in on how resilience functions in the workplace, particularly in dealing with stress, adversity, and change within organizations. This is best understood by the concept of Luthans theory. While positive psychology focuses on resilience and other positive traits across various life domains, Luthans specifically applies these concepts to the workplace. His POB framework tailors resilience to the challenges employees face at work, such as organizational change, stress, and job performance.

The development of capacities through interventions like training programs within organizations, makes this theory more action-oriented and practical for managers and HR practitioners. Luthans' unique contribution is the integration of resilience with hope, optimism, and self-efficacy into a combined framework known as PsyCap, which is designed to enhance performance and well-being in organizational settings.

LITERATURE REVIEW:

Systematic Literature Review of research papers using keywords resilience, stress, workplace, well being, POB, and PsyCap was conducted.

The evolution of resilience research over the past 40 years can be summarized in several key stages. Initial focus was on individual resilience, understanding resilience as a trait in children who could thrive adversity. In the next stage the focus of researchers was on interpreting resilience as a process rather than attribute. Thus, identifying external factors including family, community and cultural contexts. This expanded to include resilience at community and cultural levels. Researchers are interested in finding if cultural identity and community support contribute to resilience. Gradually these took the shape of development of resilience models.

This progression illustrates a comprehensive understanding of resilience as a multifaceted construct influenced by a variety of individual, social, and cultural factors. Resilience is not created by protective factors. Instead, the protective factors initiate certain processes in the individual that help in building a positive self-image by reducing the effect of risk factors (Fleming and Ledogar 2008)

Resilience is a process. Resilience is and will become a vital characteristic of successful employees and organisation. Post 9/11 the emphasis was on positive psychology driving studies on organisation behaviour. The researches on resilience focussed on coping mechanisms in response to external threats and uncertainties. Pioneers of positive psychology are Seligman, Ed Diener (2000), Christopher Peterson (2000) and Rich Snyder (2000). Positive psychology shifted the focus on what was wrong with individuals to what was right with them from weaknesses to strengths and from vulnerability to resilience.

Positive organization behaviour (POB) is approaching organisation behaviour with a positive, proactive approach emphasising strengths. POB focuses on human resource strengths and psychological capacities that can be measured, developed and effectively managed to improve performance in the workplace Luthans (2002). Stress and burnout of organisation behaviour is replaced by eustress a manageable for of stress in POB. This

generates positive thinking. The POB constructs are not randomly chosen constructs. Instead they are backed by theory and back up. The differentiator of POB with positive psychology is that it considers only those constructs which are open to development. Thus focussing on state like concepts/constructs rather than dispositional trait like concept. POB constructs can be developed through training programs, managed on the job, led on the job or self developed.

Cameron and Caza 2004 explained POS as scientific, theoretically derived and rigorous investigation of positives in organizational settings. In modern day organizations there is lot of interdependence and team work. For POB to work i.e. positive traits to flow the POS has to be in place. POB traits, states and POS impact tangible, measurable behaviour of employees that has a direct impact on their performance. These representative behaviours are termed as Organisational Citizenship Behaviour (OCB) and promote effective functioning of the organisation. (Youssef and Luthans 2005b)

Wright 2005 explained that individuals with positive emotions show a greater capability to broaden and build themselves into optimistic and resilient employees. And showed positive wellbeing to reduce employee turnover by moderating relationship between job satisfaction and job performance. It is relevant to understand that the measurement of job satisfaction is linked to positive personality traits like conscientiousness, emotional stability, work happiness and commitment towards organisation. This study is based on positive organisation behaviour theory. Presence of positive affect and absence of negative affect indicate happiness and job performance. Thus making time and work specific measures of positive and negative effect as better predictors of job performance.

Self efficacy has a moderating influence on relationship between emotional job demands and emotional dissonance (Heuven et al.2006). Service sector jobs are emotionally demanding due to interaction with customers often causing stress due to emotional dissonance. Emotional dissonance is related with well being, emotional exhaustion and work engagement. Similar results are seen in study on call centre employees(Lewigand Dollard 2003) , nurses and police officers (Bakker and Heuven).

Well being is a very important aspect of employees at workplace and is widely studied by researchers and practitioners both. Wellbeing is an outcome of the feeling of happiness (Ereant and Whitening 2006), satisfaction with varied life experiences (Harter et al.,2002, Page and Vella Brodrick 2009). Many times satisfaction may be in the form of a sense of achievement, utility, belongingness and no distress or worry (Sastri and Perrier 2006)

The study of resilience in the workplace is still relatively new and there is the need for further understanding of this relationship (Luthans et al.,2006). Workplace covers concepts such as job satisfaction, tenure, organisational commitment, self-efficacy, coping, loss of control and so forth. Do these get affected by resilience is a question that researchers have been asking. Thus leading to positive organisation behaviour (POB) and drawing attention to psychological capital (PsyCap). The four core components of PsyCap are hope, optimism, self-efficacy and resilience. These components are unique as they are measurable, can be developed and impact the performance of employees(Luthans 2007, 2009)

Overall, Luthans' essay encourages a proactive and research-driven approach to understanding and applying positive organizational behavior, paving the way for innovative theories and practices that can enhance workplace dynamics and employee well-being.Luthans and Youssef (2007) emphasised that positively oriented traits, states and behaviours had a substantial impact on performance and other desired outcome beyond material resources, classic business models or deficit oriented approaches. The above is also resonated by the big five personality traits that are related to performance (Barrick and Mount 1991). These are conscientiousness, emotional stability, extroversion, agreeableness and openness to experience.

POB views resilience as a process rather than an outcome. Established clinical psychology shows application of resilience in bringing individuals back to their normal level of performance. Preliminary researches show that PsyCap developmental interventions have job performance and job satisfaction impact on participants giving the firms a high source of competitive advantage (Luthans and Avy 2007). Since resilience is a core component of PsyCap it contributes to performance. This has been studied and proved in researches conducted in both manufacturing and service sector in China, South East Asia, Central Asia, Africa, and Middle East. This indicates a research gap of conducting research in the Indian workplaces to prove that resilience has a positive impact on job performance and job satisfaction in Indian workplace.

Resilience research being context dependent should focus on under researched contexts such as organisations in developing countries. Positive psychology, POB and PsyCap bring in elevating processes and outcomes in the organisation. These bring in interpersonal and structural dynamics activated in organisations in the light of positive phenomena. Positive Organisation Scholarship (POS) is organisation oriented and is explained as study of positive, flourishing and life giving in organisations.

Luthans and Youssef 2007 suggest that organizations can foster a positive culture through several key practices and strategies. Selection and Development of Human Resources: Organizations should focus on positively oriented high-performance work practices in the selection, development, and management of human resources. This includes identifying and placing individuals whose strengths align with the organization's goals, thereby enhancing overall performance and engagement Strength-Based Practices: Emphasizing strength-based organizational cultures is crucial. This involves effective selection and placement practices that capitalize on employees' talents, as well as providing clear and aligned goals and expectations. Such practices help create an environment where employees feel valued and motivated

Social Support and Recognition: Creating a supportive environment where employees receive social support and recognition for their contributions is essential. This recognition can enhance employee engagement and satisfaction, leading to better organizational outcomes Opportunities for Growth and Development: Organizations should provide opportunities for employee growth, development, and self-actualization. This can include training programs, mentorship, and career advancement opportunities, which contribute to a positive work environment and employee morale Integrative Approach: The article advocates for an integrative approach that balances both positive and negative aspects of organizational behavior. This means recognizing and celebrating strengths while also addressing weaknesses, leading to a more holistic understanding of organizational dynamics

By implementing these strategies, organizations can create a positive culture that not only enhances employee well-being but also drives performance and competitiveness in the workplace.

Avey et al.,2010 supported longitudinal relationship between PsyCap and wellbeing. Peterson et al., 2011 was able to show a longitudinal relationship between PsyCap and performance. With most of the studies in US the future researches should be conducted to account for cultural differences. Herman et al.,2011 resilience is a complex interplay of personal, biological, and environmental factors, and it can vary significantly based on individual circumstances and contexts.

An important aspect of resilience is that it can be measured. The economic and research council in UK identified resilience as an important factor lifelong health and well being. This has led to lot of scales for measuring resilience being developed. Connor Davidson's scale and Winwood et al., 2013 resilience at work scale are the most popular among the various scales (Windle et al 2011)

Meyer et al.,2013 provided a conceptual framework linking PsyCap with well being. Shaped by cognitive and affective appraisals wellbeing is based on satisfaction with work, health, relationship and life in general. PsyCap sustains wellbeing by mitigating negativity bias and hedonic adaptation for sustaining wellbeing over time.

Hao et al., 2015 showed relationship between stress and burnout to be mediated by resilience and resilience as a moderator between stress and burnout. This study conducted on the civil servants of Beijing showed resilience as a positive personality trait to alleviate or eliminate work stress and thus combat burnout. Shi et al.,2016 through a multicenter cross sectional study, showed the mediating role of resilience in countering stress and achieving life satisfaction among Chinese medical students. Thus defining resilience as a dynamic process of overcoming stress and adversity while maintaining normal psychological and physical functioning. Huang et al., 2016 showed the gender wise perspective on employee well being and resilience in retail stores in China. Applying the job demand resource model, the gender difference is explained by the socio economic structure of China where man is the bread earner and woman home maker. Thus contributing to the knowledge of wellbeing and resilience by giving it a cultural perspective.

High performance work system in India trigger work family conflicts. Chaudhury et al.,2021 showed higher mindfulness and self-efficacy in elderly participants than young adults but no difference in resilience as per age group. With only 30% of employees open to talk about indicates the socio cultural factors in collectivism culture versus individualism. Wellbeing of employees is effected by work life balance that is effected by the resilience in employees(Anand and Vohra, 2022).

Research on resilience is fragmented and driven by the circumstances (Linnenluecke 2017). Youssef et al.,2017 demonstrated all four core components of PsyCap to boost work outcomes like work performance and wellbeing by harnessing positive emotions. Resilience relates to job satisfaction, job performance directly through focussed strategies.Luthans and Morgan,(2017)stated resilience to be reactive as it occurs to counter a positive or negative situation.

Researches on resilience at workplace were conducted explaining the role of resilience in employees and their wellbeing. Didit et al., 2020 relates to the impact of human resources quality on job performance and employee loyalty. Their study, involving 113 employees, found that the quality of human resources directly influences

both job performance and loyalty, emphasizing the importance of having the right employees in the right roles to meet organizational needs. The paper suggests that companies need to focus on enhancing their human resources to improve performance and retain loyal employees.

Pradhan et al., 2021 showed resilience moderates relationship between self efficacy and workplace wellbeing. Thus suggesting integration of HR with resilience building trainings and programs. Organizations with resilience capacity have coping capacity and ability to resume expected performance levels. Though there is very little consensus on the researches on organisational resilience. Resilient organization possess a set of capabilities that enable them to adapt, integrate, and reconfigure internal and external resources.

Rodriguez et al., 2021 discusses the relationship between resilience, work engagement, and performance. Their study found that resilience positively impacts work engagement, which in turn positively affects employee performance. Additionally, a direct relationship between resilience and performance was observed, suggesting that resilience enhances an employee's ability to perform well. This study was conducted in Portugal, with a focus on how resilience can buffer stress and increase engagement, thereby improving overall job outcomes. Dietmar Kappel 2021, researched on resilience capacity (rescap) of firms. Identified the research gap of lack of systematic and coherent understanding of resilience as an organisational construct. Coined rescap as resilience capacity of a firm to counter formulate responses to overcome disruptions. Expresses the theoretical constraints on development of resilience as an organisational construct.

Wut et al., 2022 demonstrated the role of organisational resilience and psychological resilience at the workplace by categorising the sources of resilience into personal factors and environmental factors. While personality traits, positive emotions and adaptability were categorised as personal factors, social support from family and peers, good education, community services, sports opportunities and cultural factors contributed to environmental factors. This study showed associations and relationships that contribute to knowledge of POB. Psychological resilience and organisational resilience are significantly associated and constitute employee resilience.

Positive Organisation Behaviour and Resilience

The key psychological capacities identified as part of positive organizational behavior (POB) by Fred Luthans include: Confidence (Self-Efficacy): This refers to an individual's belief in their ability to succeed in specific situations or accomplish a task. Luthans emphasizes that confidence is well-supported by theoretical foundations and research, making it a crucial component of POB. Hope: This capacity involves the ability to set goals, develop strategies to achieve those goals, and maintain the motivation to pursue them. Hope is considered unique and potentially impactful within the context of POB. Resiliency: This refers to the capacity to recover quickly from difficulties and adapt well in the face of adversity. Resiliency is highlighted as a positive psychological capacity that meets the criteria for POB. Optimism: Although not elaborated upon in detail in the provided text, optimism is included in Luthans' previous work as a significant component of POB, reflecting a general expectation that good things will happen in the future. Emotional Intelligence: This capacity involves the ability to recognize, understand, and manage one's own emotions and the emotions of others. It is also part of the POB framework as it contributes to effective interpersonal interactions and leadership. These capacities are characterized as state-like, meaning they can be developed and managed through training and experience, which distinguishes them from more stable, trait-like characteristics.

CONCLUSION

Luthans' theory is not entirely separate from positive psychology but rather a specialized application of it within the field of organizational behavior. His approach to resilience is part of a larger construct (PsyCap) that incorporates positive psychological traits to improve performance and well-being in the workplace. Therefore, while it draws heavily on positive psychology, it has a unique organizational focus that distinguishes it from broader theories of resilience and positive psychology.

Implications for Future Research:

Focus on State-Like Capacities: Luthans emphasizes the need to explore and develop state-like psychological capacities (such as confidence, hope, and resiliency) rather than solely focusing on trait-like characteristics. This shift encourages researchers to investigate how these capacities can be cultivated and managed within organizational settings, leading to more dynamic and actionable insights.

Integration with Core Concepts: There is a call for integrating POB concepts with existing core organizational behavior theories, such as leadership and motivation. Future research could focus on how positive capacities can enhance these traditional areas, potentially leading to new theoretical frameworks that incorporate positivity as a fundamental aspect of organizational effectiveness.

Empirical Validation: Luthans highlights the necessity for empirical research to validate the POB constructs.

This includes testing the effectiveness of POB interventions in workplace settings and examining their impact on employee performance and organizational outcomes. Such research could provide a robust evidence base for the practical application of POB concepts

Identification of Moderators: Future studies should aim to identify moderators that influence the effectiveness of POB interventions. Understanding the conditions under which these positive capacities are most beneficial can help tailor interventions to specific organizational contexts and employee needs

Cross-Cultural Applications: Luthans suggests that POB concepts should be examined in diverse cultural contexts. This research could enhance the understanding of how positive psychological capacities manifest and are developed across different organizational cultures, contributing to a more global perspective on organizational behavior

Development of Training Programs: The essay implies a need for the development of training programs that focus on enhancing POB capacities among employees. Research could explore the design, implementation, and outcomes of such programs, providing practical tools for organizations to foster a positive work environment

Implications for practice:

Need for more theory building and research. Examine the relative strengths of resilience , identification of moderators and theory development that combines resilience to core leadership and motivational concepts. And analyse in workplace settings.

Resilience has positive relationship with engagement and life satisfaction. Therefore the organisations must increase resilience in employees. These can be done through specific resilience training programs. Campaigns to develop and encourage the characteristics of resilient people example forming sports team or special interest groups.

Resilience as a skill for effective stress management

Focus on Positive Organizational Behavior (POB): Managers are encouraged to adopt a positive organizational behavior framework that emphasizes the development and management of psychological strengths among employees. This approach can lead to improved employee performance, engagement, and overall organizational effectiveness

Strength-Based Leadership: The findings suggest that leaders should focus on identifying and leveraging the strengths of their team members. By fostering a strength-based culture, managers can enhance motivation and job satisfaction, which in turn can lead to higher productivity and lower turnover rates

Psychological Capital Development: Managers should invest in developing employees' psychological capital, which includes components such as hope, efficacy, resilience, and optimism. Interventions aimed at enhancing these psychological resources can lead to significant improvements in performance outcomes and employee well-being

Creating Supportive Work Environments: The research highlights the importance of creating supportive work environments where employees feel recognized and valued. Managers should implement practices that promote social support, recognition, and opportunities for growth, which can enhance employee morale and engagement .

Balanced Approach to Management: The article advocates for a balanced approach that considers both positive and negative aspects of organizational life. Managers should not only celebrate successes but also address challenges and weaknesses constructively. This holistic perspective can lead to more effective problem-solving and innovation within the organization

Integration of Positive Practices into HR Policies: The findings suggest that human resource practices should be aligned with positive organizational behavior principles. This includes recruitment, training, performance appraisal, and reward systems that emphasize and reinforce positive traits and behaviors

By incorporating these implications into management practices, organizations can create a more positive and productive work environment that benefits both employees and the organization as a whole.

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