STUDY OF THE CONCEPT OF RESILIENCE AMONG PRODUCTIVE WORKFORCE IN ORGANISED AND UN-ORGANISED WORKFORCE

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ABSTRACT

Resilience plays a crucial factor in the domain of performance and growth in Individual Or Team Level in view of sustainability during or after the adversity, shocks or traumatic events; Productive workforce always gets exposed to risks of Disruptions owing to internal or external events in their area of activity. Such upheaval drifts away the the consistent performer from his goals. This observation triggers the interest in comparing the traits of resilience for overcoming the challenges of disruption. This study attempts to explore the construct of resilience experienced in the Productive Workforce in Organized and Unorganized Sector. The Workforce includes Solo Worker(s) and the Group of Performer(s) for perpetual growth while tackling the Internal / External challenges. Such disruptive events require efficient management of resilience. Dealing with the upheaval requires a protective mechanism of conscious control over the traumatic shocks & stresses. It may be termed as a strength to see beyond the presence and act in advance for the challenges anticipated in future fetching the ultimate survivor's pride. The term of Resilience demonstrates the traits like flexibility, agility & robustness & leads the performers to the level of conscious control. There is no specific research pertaining to workgroup/ workforce resilience taking about various traits of the construct of resilience, however in most of the research the concept of Team resilience has been coined.

Keywords: Resilience, Conscious Control, Bouncing back, Survivors pride, focussed efforts.

1. INTRODUCTION

The Construct of Resilience is a branch of psychology. Earlier, it was limited up to the Medical & Clinical Psychology branch. It is getting extended to the concept of Resilience represents the ability to face and overcome adversities, trauma and significant stress. It involves the ability to sustain in difficult experiences and to emerge out of it with a pride of survivor, to retain hope and inculcate optimism. 'To be precise, it is the ability to resist, recover from, or adapt to the effects of shock or a change' (Mitchell & Harris, 2012. P. 2). Also, it is the manner of capitalizing the event of an unexpected threat to survive in an uncertain environment (according to Lengnick-Hall (et al. 2011)), It is a process continue during and after the traumatic episode with same zeal and energy. "The outcome and processes of achieving positive adaptation in the presence of risk or adversity" (Bennett, Aden, Broome, Mitchell, & Rigdon (2010: 224)). It is an ability to endure pain without expression of weakness. 'The reasons causing the adversities and trauma can be attributed to various reasons such as Internal & External, Social or Environmental, Medical or Cultural and so on. It involves a combination of inner strengths and outer resources. (communityindustrygroup.org)'. Such traumatic situation causes severe threat to sustainable growth in the field of productivity. The event does not last much, but it surely makes long-lasting impact on the subject. Some authors talk about it as a 'rare events' (Marcus and Nichols 1999; Lampel et al 2009; starbuck 2009); While others call it 'Surprises' (Lampel and Shpira 2001; Bechky and Okhuysen 2001); Similarly as 'Catastrophes' (weick and Roberts 1993; Majchrzak et al 2007); Or as , 'Crises' (weick 1998; Pearson and Clair 1998; Rerup 2009).

Productive workforce is either an Individual Labour or More than one Family Labour or a group of people, Team. In other words, they are engaged on the task with a common goal and objectives, if working together. Such performer(s) gets exposed to risk of disruptions owing to internal and extern events in their area of activity. Most of the Scholars have used the term of as 'Individual' for the single labour as well a 'Team' for representing group of persons in the context of Resilience, in their research work. Therefore, here too there is no otherwise meaning in applying and referring the term 'Workforce' as the concept of 'Team'. In one of the research paper on 'Bouicing back Together', it is quoted by researchers (Starvernik, Kirkmen, Mistry & Rosen, 2020) that 'In teams the capacity to bounce back reflects an emergent state, or a dynamic team-level property that emerges from team member interactions' (Marks et al., 2001).

Organized sector " means businesses registered and operated under government regulations, with key highlights like; job security, benefits, formal contracts, and their contrast with the unorganized sector, often focusing on specific industries or regions to provide detailed insights.

Unorganized sector is a part of Economy that includes small business and services which are not regulated by Government. Or there is a week regulation such activity by Government. According to Central Board of Workers Education (CBWE), Most of the rural labour and a substantial part of urban labour fall in Unorganised Sector. Like small activities carried out by small and family enterprises, partly or wholly with family labour. Due to mostly non-unionised field of work, the wage-paid labour is engaged largely for casual and seasonal nature of employment and scattered location of enterprises. This area is viewed as low-income group. It is unstable and irregular kind of employment, and it lacks protection either from legislation or trade unions.

This unorganised sector uses mainly labour intensive and indigenous technology. The workers in unorganised sector, are so scattered that the implementation of the Legislation is very inadequate and ineffective. But the contributions made by the unorganised sector to the national income, is very substantial as compared to that of the organised sector as compared to organised sector is almost half of that depending on the industry.

2. CONSTRUCT OF RESILIENCE

According to Oxford Lexico Dictionary, Resilience is the ability to recover after the happening of something unpleasant. the term resilience derives from the Latin word "resilire", meaning to "jump back" or "recoil" (see https://www.merriam-webster.com/ dictionary/resilience). "the outcome and processes of achieving positive adaptation in the presence of risk or adversity" Bennett, Aden, Broome, Mitchell, & Rigdon (2010: 224)); "ability to recover from some unexpected event, or to avoid accidents happening despite the persistence of poor circumstances" (Furniss, Back, Blandford, Hildebrandt, & Broberg (2011: 2); "the ability of a system to adapt to external perturbations and anticipate future events" Glowinski, Bracco, Chiorri, & Grandjean (2016: 2); "ability to adapt to circumstances outside of plans made in advance" Lundberg & Rankin (2014:143) The Community industry group (https://communityindustrygroup.org.au/lessons/what-is-resilience/) has something different to advocate on the issue of Resilience; As described by South Australian Health and Medical Research Institute the Community Group Industry advocates that, 'Resilience is, Simply put, a person's ability to respond to and grow after facing adversity or stress'

In the Context of a Team, the Scholars have opined about the construct of resilience in various manner, like; "the capacity of a team to withstand and overcome stressors in a manner that enables sustained performance; it helps teams handle and bounce back from challenges that can endanger their cohesiveness and performance" (Alliger, Cerasoli, Tannenbaum, & Vessey (2015: 177)) "resilience as a team's belief that it can absorb and cope with strain, as well as a team's capacity to cope, recover and adjust positively to difficulties" Carmeli, Friedman, & Tishler (2013: 149); "belief shared by the team that it can absorb and cope with Maynard & Kennedy (2016: 1) such disruptions or triggers" Maynard & Kennedy (2016: 1); "the capacity of the system/organization to successfully handle disturbances, including the surprising ones" Gomes, Borges, Huber, & Carvalho (2014: 782); "a capacity that teams have in order to overcome crisis and difficulties" Rodriguez-Sanchez & Perea (2015: 30); "ability of the teams/groups to bounce back and sustain in the facade of adverse conditions" Sharma & Sharma (2016: 37); "the ability of individuals, groups, and organizations to absorb the stress that arises from these challenges and to not only recover functioning back to a "normal" level but also learn and grow from the adversity to emerge stronger than before' (Stephens, Heaphy, Carmeli, Spreitzer, & Dutton (2013: 15) as well (Sutcliffe & Vogus, 2003); "a shared belief held by the team that it can respond to disruptive and challenging events, recover from setbacks, and thrive as a team under these conditions" Kennedy, Landon, & Maynard (2016: 468) "the capacity to bounce back from failure, setbacks, conflicts, or any other threat to well being that a team may experience" (West, Patera, & Carsten (2009: 253))

3. EXPERIMENTATION

It is clear from the introduction & the definition that the concept of Resilience is applicable to the field of Productivity. And most of the scholar has explored the construct in detail in terms of traits. Beyond this level, In this context, it is worthwhile to evaluate the degree and weightage of each of the points for comparison of significance in both the fields. May it be the same or have some difference in priority. This exercise has the objective to find out the real response of selective samples in the respective fields.

We have carried out pilot study for ascertain the linkage and finding out the responses from the Selected Samples (Individuals) From the Introduction and the Definations it is clear that, resilience can only be understood better through the process of bouncing back from failure. The common traits identified by the scholars referred above play an important role in sustaining & achieving growth in view of the downfall due to those specific events of adversities.

Thse common traits can be narrated like; a) positive adaptation, b) ability to respond, c) capacity to withstand, d) team's belief, e) capacity to cope, f) adjust positively, g) ability to recover etc. These traits are considered for defining the relevant scenarios of events happing in the man of every human being in the manner shown below:

TABLE: 1 COMMON TRAITS OF RESILIENCE WITH CORRESPONDING SCENARIOS

Code	Traits of Resilience	Challenging events / Scenarios
F1	Ability to Adaption	Response in Sheer humiliating events
F2	Ability to Respond	Response in acute Financial Loss
F3	Ability to Withstand	Response in Severe grieving moment
F4	Capacity to believe	Response in Major Health Setback
F5	Capacity to Cope up	Response in Multifold workload increase moment
F6	Adbility to adjust positively	Resonse in Devastating Event
F7	Ability to Withstand	Response in recovery form irrelevant burden

These scenarios were explored to evaluate, and analyse in view of different variables such as Individual's Sector of Working, Age, Education, specific geographical area, Gender, Time frame etc. Data collection was done through Online Survey, Offline Survey, Personal Interaction etc. Final database was compiled and combined for taking out the statistical outcome with graph for presentation etc.

(I) This was the pilot project of 210 interviewed candidates for collecting the feedback. Individuals for responding to questions were selected from each of the variables of Organised and unorganised sector, and response was collected in question-answer form on each of the trait of resilience; (II) We approached each of the individuals in person or through our representative seeking their convenience. Survey was conducted in various forms. (a) The answers for online feedback were sought using actual Affirmative, neutral and Negative statements from the selected person. (b) separate forms were provided to the individual for marking in of the question linked to selected traits of resilience and answers were sought through their direct response or through interaction with our representative, with a choice of answers with appropriate weightage to affirmative, Neutral and Negative response as it is linked to answer the coded answer in it. (c) Data from online response and personal direct response and response sought through our representative was compiled together and put to test on overall traits based on each of the variables.

Based on the above table, as per the scheme, we have studied the effect of Education, Sector, Gender, Age group and culture of origin based on language on the construct of Resilience as follows:

A. STUDY OF EDUCATION ON THE COSTRUCT OF RESILIENCE

Initially, we tabulated the information received through this survey, and tried to assess the outcome of every variable like the main variable like Education, and its sub-variables. The first variable of Education(EF_) was done on the basis of 5 Sub Variables i.e. Primary (EF1), Secondary(EF2), Graduation(EF3), Post Graduation(EF4) & Professional(EF5) education groups pertaining to traits of Resilience. The outcome is tabulated in the table shown below:

R /S Tag	EF1	EF2	EF3	EF4	EF5	Scenario Tag	EF1	EF2	EF3	EF4	EF5
Bounce back cases %											
Organized Sector - (Figures in Percentage)						UnOrganized Sector (Figures in Percentage)					
Post Covid19 Period						Post Covid19 Period					
F1	67	73	62	70	67	F1	100	77	65	46	67
F2	50	82	69	63	78	F2	67	82	80	69	67
F3	100	91	55	67	78	F3	83	55	65	38	67
F4	50	60	59	73	75	F4	75	68	53	38	67
F5	100	55	68	77	67	F5	67	59	41	54	67
F6	67	55	50	67	56	F6	67	50	65	54	67

F7	67	55	24	54	83

F7	50	64	53	31	33

Pre Covid19					
F1	100	82	95	90	56
F2	67	82	68	100	78
F3	33	64	77	77	56
F4	50	89	68	90	89
F5	67	73	72	73	89
F6	100	64	69	70	67
F7	50	57	72	87	75

Pre Covid19					
F1	83	77	82	92	67
F2	83	82	69	69	100
F3	83	77	80	100	100
F4	83	65	85	89	100
F5	67	73	80	77	100
F6	100	86	82	77	67
F7	83	86	79	77	67

F1 to F7- Resilience Scenario tag (R/S Tag) is considered based on common traits of resilience, and % output shown for each group of education such as Primary, Secondary, Graduation, Post Graduation & Professionals.

B. SECTORS OF WORK - ORGANISED & UN-ORGANISED SECTOR :

While considering this variable in 2 parts mentioned above, we found out the %age of Positive impact on various traits of resilience in the choosen form as follows:

Positive impact on various traits of resilience in the choosen form as follows:11:1023}1042 (DOI: 10.1002/rnc.643)

R /S Tag	WO	WU
Post Covid 19 - (Figures in Percentage)		
F1	32.9	67.7
F2	32.9	75.8
F3	37.8	56.5
F4	46.3	58.1
F5	34.1	53.2
F6	29.3	56.5
F7	40.2	51.6

WO	WU
Pre Covid19 (%)	
43.9	82.3
39.0	74.2
43.9	82.3
58.5	82.3
37.8	74.2
45.1	83.9
52.4	75.8

F1 to F7 - Resilience Scenario tag (R/S Tag) is considered based on common traits of resilience, and % output shown for each group of Sector Organised (WO) and unorganised(WU), to which selected sample belongs to.

C. EFFECT OF GENDER ON RESILIENCE - ORGANISED & UN-ORGANISED SECTOR :

Based on the collected data the response to traits of resilience (F_) has been identified from Men (GF1) & Women (GF2), the result is produced below.

R/S Tag	Organised Sector			Unorganised Sec.	
	GF1	GF2		GF1	GF2
Pre Covid 19 (Figures in Percentage)					
F1	84.1	84.2		80.0	87.1
F2	81.8	84.2		70.0	78.1
F3	70.5	71.1		80.0	84.4
F4	79.5	78.6		76.7	87.5
F5	79.5	63.2		70.0	78.1
F6	70.5	68.4		90.0	78.1
F7	77.3	76.3		73.3	78.1
R/S Tag	**Organised Sector**			**Unorganised Sec.**	
	GF1	GF2		GF1	GF2

Post Covid 1					
F1	75.6	69.2		70.0	65.6
F2	77.3	60.5		73.3	78.1
F3	77.3	57.9		53.3	59.4
F4	68.2	60.6		60.0	56.3
F5	79.5	63.2		43.3	62.5
F6	63.6	52.6		43.3	68.8
F7	65.9	50.0		55.2	46.9

D. AGE GROUP RELATED DATA ABOUT TRAITS OF RESILIENCE :

For this segment, we had chosen the 5 age groups starting from 19-25 yrs (AF1), 26 to 35 yrs (AF2), 36 to 45 yrs (AF3), 46 to 55 yrs (AF4), 56 and above (AF5). The response related in favour of resilience is recorded pertaining to every trait with Age Group Varible tabled below:

R/S Tag	Organised Sector						Unorganised Sector (Figures in Percentage)				
	Pre Covid 19						Pre Covid 19				
R/S Tag	AF1	AF2	AF3	AF4	AF5		AF1	AF2	AF3	AF4	AF5
F1	35.7	52.8	48.8	47.1	50.0		83.3	61.9	72.2	69.2	50.0
F2	54.5	69.2	75.9	64.3	100.0		66.7	85.7	83.3	53.8	75.0
F3	81.8	57.7	69.0	71.4	100.0		66.7	52.4	55.6	53.8	75.0
F4	27.3	65.4	82.8	64.3	100.0		83.3	52.4	66.7	53.8	25.0
F5	63.6	69.2	79.3	64.3	100.0		66.7	57.1	55.6	38.5	50.0
F6	27.3	65.4	72.4	35.7	100.0		66.7	52.4	55.6	61.5	50.0
F7	45.5	57.7	72.4	35.7	100.0		50.0	57.1	44.4	46.2	75.0
	Post Covid 19						Post Covid 19				
F1	90.9	76.9	89.7	78.6	100.0		66.7	95.2	72.2	76.9	100.0
F2	90.9	76.9	86.2	78.6	100.0		83.3	66.7	77.8	76.9	75.0
F3	54.5	61.5	86.2	64.3	100.0		66.7	85.7	83.3	84.6	75.0
F4	90.9	84.6	82.8	64.3	100.0		83.3	76.2	88.9	76.9	100.0
F5	45.5	76.9	86.2	50.0	100.0		50.0	61.9	88.9	76.9	100.0
F6	63.6	65.4	79.3	57.1	100.0		83.3	85.7	77.8	84.6	100.0
F7	63.6	76.9	86.2	64.3	100.0		83.3	71.4	77.8	84.6	50.0

E. EFFECT OF LANGUAGE BASE GEOGRAPHICAL CULTURE OF ORIGIN IN ORGANISED & UN-ORGANISED SECTOR :

This table contains the feedback collected from the candidates belong into the languages such as English (LF1), Hindi(LF2), Telugu(LF3), Guajarati(LF4), Tamil(LF5) and Marathi(LF6). We have taken these languages to establish the assumed identity with the culture of origin:

R/S Tag	Organised Sector						Unorganised Sector (Figures in Percentage)					
	Pre Covid 19						Pre Covid 19					
R/S Tag	LF1	LF2	LF3	LF4	LF5	LF6	LF1	LF2	LF3	LF4	LF5	LF6
F1	70.0	100.0	57.9	64.3	100.0	60.0	50.0	100.0	64.0	52.9	83.3	90.0
F2	90.0	100.0	36.8	75.0	71.4	80.0	50.0	100.0	64.0	76.5	100.0	90.0
F3	90.0	100.0	47.4	67.9	85.7	66.7	50.0	100.0	40.0	64.7	66.7	70.0
F4	90.0	100.0	47.4	64.3	85.7	66.7	50.0	100.0	40.0	58.8	50.0	70.0
F5	80.0	100.0	47.4	78.6	85.7	73.3	50.0	100.0	40.0	58.8	50.0	70.0
F6	90.0	100.0	36.8	50.0	85.7	60.0	50.0	100.0	48.0	41.2	50.0	70.0
F7	90.0	100.0	42.1	53.6	85.7	46.7	50.0	100.0	48.0	41.2	50.0	70.0
Post Covid19							Post Covid 19					
F11	80.0	100.0	84.2	85.7	85.7	80.0	50.0	100.0	64.0	52.9	83.3	90.0
F21	90.0	100.0	78.9	82.1	100.0	73.3	100.0	100.0	72.0	64.7	66.7	90.0
F31	70.0	100.0	57.9	67.9	100.0	73.3	100.0	100.0	72.0	64.7	66.7	90.0
F41	100.0	100.0	78.9	71.4	85.7	86.7	100.0	100.0	72.0	94.1	83.3	80.0
F51	80.0	100.0	63.2	67.9	71.4	80.0	100.0	100.0	80.0	76.5	33.3	70.0
F61	70.0	100.0	63.2	60.7	85.7	80.0	50.0	100.0	88.0	88.2	83.3	70.0
F71	90.0	100.0	68.4	75.0	100.0	66.7	50.0	100.0	80.0	70.6	66.7	80.0

In addition to these 4 major variables of resilience, we have covered the construct of time implied in the process resilience in th manner of Pre & Post Covid Manner to test the responses of the Individuals, which has already been considered in each of the variable discussed above, all together.

OBSERVATION:

Age factor wise level of Resilience: 1) Age Group AF result for Organised sector in Pre-Covid19 era shows less strength to sustain the shock of, as compared to the workforce in Unorganised sector.; II) There is different opinion on the significance held by the interviewee about the range of R/S tags(Variables of Resilience which are discussed in this publication. It is seen from the difference of percentages.;III) from the figures shown in Precovid19 & Post Covid19 period, it may be related to the Seniors who are falling in Age Group AF5 seems to have reached the level of maturity to sustain the pressure of productivity in the stressful zone and period of their life.

Education wise level of residence: In the Organised sector during Post Covid19 & Pre-Covid19 period along with the PreCovid 19 in Unorganised area the, %age of positive significance towards resilience is much good as compared to little weak block of Un-recognised Sector Figures for Post Covid19

Language base Data observations: There are few specific observation such as; **I)** Some times, Round figures of percentage are either indicate the small number of candidates interviewed Or May they be holding common opinion about the concept based on their individual experience, education etc.; **II)** giving due credit to the genuine opinion received on any of the trait (F…Series), we feel that the person interviewed did not give much significance of resilience during the Pre-Covid19 period, as compared to Post Covid19 figures indicate substantial rise in the same.

Work Sector related observations : Organized and Unirganised sector both show some downslide in the belief of resilience construct especially in Post Covid19 observations.

4. CONCLUSION

Most of the scholars have laid the foundation of the construct of resilience to the level of principles of Bio-logical, Medical & Agricultural Management, however it still may be required to examine the positive psychology front in the context of Management.

Age Group related, according to me workforce from higher age group in the Organised sector in case of pandemic period shows less strength to sustain the shock of, as compared to the workforce in Unorganised sector But in normal period this higher age group in the organised sector shows more commitment to the concept of resilience

♦ With regards to Effect of Education concept of resilience according to me it is seen that Pre-covid era shows more resilience in workforce in the sector as compared to Post Covid19 Era of low performance. Especially, the Post Covid Era figures pertaining to Un-organised sector shows much less belief in the concept of resilience

♦ According to experiment Gender difference effect of Men & Women shows that the performance of both groups i.e. Organised and Un-organised sector in Pre-Covid19 era was much high as compared to Post Cover Era

♦ Similarly according to experiment the Culture of Origin based on Language linked Geographical conditions shows that there is no difference in the belief of each of the group or individual pertaining to conviction about the concept of resilience in Pre and Post Covid19 period.;

After going through this exercise, it is observed that, the traits discussed in the experimentation do make impact on the concept of resilience. This study can be taken forward to evaluate the factors effecting the variable discussed as above. This new dimension may lead to additional scope for research.

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