



## Workplace Resilience of Young Adults: Systematic Reviews and Research Orientations in a Developing Country

### Genç Yetişkinlerin İş Yeri Dayanıklılığı: Gelişmekte Olan Bir Ülkede Sistemik İncelemeler ve Araştırma Yönelimleri

Thien-Vu Giang<sup>ID</sup>, Thuy-Giang Vu<sup>ID</sup>, To-Oanh Phan-Thi<sup>ID</sup>

1. Psychology Department, Ho Chi Minh City University of Education, Vietnam. E-mail: vugt@hcmue.edu.vn
2. Psychology Department, Ho Chi Minh City University of Education, Vietnam. E-mail: giangvt.tali033@pg.hcmue.edu.vn
3. Commerce and Tourism Department, Ho Chi Minh City University of Industry, Vietnam. E-mail: phantooanh@gmail.com

#### Abstract

Workplace resilience has been a topic of a key area of study in research on occupational psychology and health worldwide for many years. There is a growing recognition of the importance of workplace resilience in maintaining a healthy work-life balance and enhancing overall job satisfaction. Despite its importance for employee well-being and productivity, workplace resilience is still a relatively new and less frequently studied topic in independent research in Vietnam compared to other established areas such as working conditions, occupational health, and work-related stress. Moreover, cultural differences and cultural factors in the workplace in Vietnam may present unique characteristics distinct from those in Western countries, where research on workplace resilience has been implemented for a longer period of time. By further exploring and integrating workplace resilience into research and practice in Vietnam, the support of well-being and performance of Vietnamese workers can be actively and specifically tailored across various industries and age groups. Through a comprehensive review and synthesis of theoretical frameworks and related research on workplace resilience globally and domestically, the author team has compiled, analyzed, and defined the term "workplace resilience" at the individual level. This article aims to introduce definitions and theoretical frameworks of workplace resilience, providing an important foundation for the author team to propose research directions and establish relevant theoretical frameworks related to workplace resilience. By clarifying the concept of workplace resilience and its implications, the study seeks to contribute to advancing understanding and practices related to workplace resilience in the Vietnamese context.

**Keywords:** Resilience, Systematic Review, Workplace Resilience, Young Adults

#### Öz

İşyeri dayanıklılığı, meslek psikolojisi ve sağlık araştırmalarında dünya çapında uzun süredir önemli bir ilgi alanı olmuştur. Sağlıklı bir iş-yaşam dengesi sürdürmek ve genel iş tatminini artırmak açısından işyeri dayanıklılığının önemi konusunda artan bir farkındalık bulunmaktadır. Her ne kadar işyeri dayanıklılığı, çalışanların iyi oluşu ve verimliliği açısından kritik bir rol oynasa da, özellikle çalışma koşulları, mesleki sağlık ve işle ilişkili stres gibi alanlarla karşılaştırıldığında, Vietnam'daki bağımsız araştırmalarda görece yeni ve daha az ele alınan bir konu olmaya devam etmektedir. Buna ek olarak, Vietnam'daki kültürel farklılıklar ve özgül kültürel faktörler, Batı ülkelerindeki uygulamalarla karşılaştırıldığında işyeri dayanıklılığına dair farklı dinamikler ortaya koyabilir. Vietnam'da işyeri dayanıklılığının daha derinlemesine keşfedilmesi ve araştırma-pratik entegrasyonunun sağlanması, çeşitli sektörler ve yaş gruplarındaki Vietnamlı çalışanların iyi oluş ve performans düzeylerinin aktif ve anlamlı biçimde desteklenmesini mümkün kılabilir. Bu makale, işyeri dayanıklılığına ilişkin tanımları ve teorik çerçeveleri tanıtarak, yazar ekibinin araştırma yönelimleri önermesi ve bu kavrama ilişkin kuramsal temeller oluşturması için bir başlangıç noktası sunmayı amaçlamaktadır. Küresel ve yerel düzeyde işyeri dayanıklılığına dair teorik yaklaşımlar ve ilgili araştırmaların kapsamlı bir incelemesi ve sentezi yoluyla, yazarlar "işyeri dayanıklılığı" kavramını bireysel düzeyde tanımlamış, analiz etmiş ve yapılandırmıştır. Bu çalışma, işyeri dayanıklılığı kavramını ve etkilerini açıklayarak, Vietnam bağlamında bu konuya ilişkin anlayışın ve uygulamaların geliştirilmesine katkı sunmayı hedeflemektedir.

**Anahtar Kelimeler:** Dayanıklılık, Sistemik İnceleme, İşyeri Dayanıklılığı, Genç Yetişkinler



## Introduction

The emergence of the positive psychology wave has expanded the scope of research in the field of occupational and health psychology, specifically research on the workplace resilience (WR) of young adults entering the labour market. Research on WR has indeed laid the foundation and proposed strategies to enhance employees' work recovery levels, ultimately contributing to their personal career success. Studies by Grzeda & Prince (1997), London & Noe (1987), Walinga & Rowe (2013), and Waterman, Waterman & Collard (1994) have been instrumental in this regard. By fostering resilience in the workplace, employees can showcase their full potential and work towards a promising future for both themselves and the organization. Research by Braun et al. (2017) and Näswall et al. (2013) further supports the idea that enhancing workplace resilience can lead to improved performance and positive outcomes for individuals and the organization as a whole. In short, WR provides workers with the resources to prepare for changes in the demands and challenges of their work lives, responding to career change as it empowers workers to build the skills and mindset necessary to respond positively to career changes and continue to grow and succeed in their professional endeavors.

In Vietnam, a developing country in the Southeast Asia, research on WR is often viewed as a component of psychological capital, as highlighted in studies by Nguyen & Nguyen (2012) and Phan & Bui (2018). Additionally, WR is recognized as a key factor influencing work engagement, as indicated in research by Ha et al. (2020) and Pham (2023). However, independent studies specifically focusing on WR are relatively new in Vietnam, and the term "*workplace resilience*" has not been previously addressed in studies related to occupational psychology or mental health in the country. This presents an opportunity for further exploration and research to better understand and promote workplace resilience among Vietnamese workers, ultimately enhancing their well-being and career success.

Given the gaps in previous research on WR in Vietnam, this article aims to conduct a systematic review to introduce and define the concept of WR. By reviewing existing studies related to career development, WR, and resilience at work, the aim is to provide a comprehensive overview of the current state of research in this area. This review will serve as a valuable resource to guide and inspire future research endeavors in the field of psychology, particularly focusing on enhancing workplace resilience among Vietnamese workers. By shedding light on this important topic, we hope to contribute to the development of strategies and interventions that promote resilience and well-being in the workplace, ultimately benefiting both individuals and organizations in Vietnam.

## An Overview of Research on Workplace Resilience Globally

### Research on the Concept and Characteristics of Factors Influencing Workplace Resilience Globally

The term *workplace resilience* was first introduced by London (1983) as a component of career motivation, referring to an internal structure of the individual that stimulates career-related behavioral decisions (London, 1983). It is considered the most influential factor impacting career motivation (Grzeda & Prince, 1997). Understanding and cultivating one's resilience can empower individuals to feel more confident in their work, make informed decisions when setting goals, navigate challenging situations effectively, and feel emboldened to take risks (London & Noe, 1987).

Wagnild & Young (1993) initiated research on resilience, defining it as a personality trait including autonomy, self-esteem, internal locus of control, and self-efficacy, which help individuals develop adaptive capabilities in new environments and be less affected by negative impacts of stressors (Wagnild & Young, 1993). Later, Peterson (2000) suggested that optimism is also a quality related to resilience. Optimism is

understood as the belief in problem-solving abilities, with positive thinking and hope for positive outcomes (Peterson, 2000).

Considered to be related to the ability to cope with adversity in the workplace, Sutcliffe & Vogus (2003) suggest that work recovery is the ability to positively adapt to challenging circumstances and unfavorable situations that may arise in the workplace (Sutcliffe & Vogus, 2003). In line with the perspective above, Caza and Milton (2012) argue that in the professional realm, WR is demonstrated by the ability to confront work barriers, thereby developing problem-solving skills, reflecting on lessons learned from setbacks to accumulate experience, and aiming for career development (Caza and Milton, 2012). Subsequently, Malik & Garg (2018) offer a similar perspective, stating that WR is the ability of employees to confront and overcome obstacles that may arise in future work endeavors (Malik & Garg, 2018).

Some common characteristics of individuals with good WR, as listed by Davis (2014), include effective communication, emotional self-management, consistency in thoughts and actions, and perseverance in pursuing goals. These individuals tend to value the work they do, establish and maintain necessary relationships, demonstrate determination, and strive to overcome challenges. To achieve this, it is crucial for individuals to listen to their emotions and learn how to regulate them, aiming to manage stress through appropriate coping mechanisms thereby avoiding feeling overwhelmed in the pursuit of work goals (Davis, 2014).

Contrary to the perspective of Wagnild & Young (1993) discussed above, in 2018, the American Psychological Association (APA) suggested a different definition of resilience, defining it as a process and outcome of successfully adapting to difficulties or challenges in life, particularly through mental, emotional, and behavioral flexibility, as well as adjusting internal and external needs. Within this definition, several other factors contribute to an individual's level of resilience, including how individuals perceive and interact, the presence and quality of social support, as well as specific coping strategies. Additionally, the importance of enhancing and practicing resources and skills related to higher resilience is emphasized (APA, 2018).

According to Craig (2019), WR is a combination of unique individual characteristics that help employees cope effectively with workplace stress. Prominent characteristics mentioned include flexibility, resilience, bounce-back ability, and speed of returning to the initial state. Therefore, employees with good work recovery abilities can easily adapt quickly to changes in the workplace, including changes in workload as well as changes in job requirements and tasks that workers need to meet (Craig, 2019). Furthermore, Turner et al. (2021) have integrated the concept of WR into the perspective of positive psychology research trends and suggest that WR plays a key role in nurturing passion, maintaining happiness, and increasing employee performance (Turner et al., 2021).

According to Cooper et al. (2020), WR is considered as a complex and dynamic process that varies over time and context, requiring action and engagement from both individuals and organizations to sustain (Cooper et al., 2020). External factors, which are objective in nature, influence employees' recovery capabilities, including workplace conditions, organizational philosophy, managerial effectiveness, and their shared work teams (Cooper et al., 2022).

Singh et al. (2024) conducted a recent study on the impact of individual and team resilience on psychological well-being and team performance. They identified additional factors influencing individual resilience, such as perceptions and interactions, the quality of social support, and coping strategies. The study underscores the significance of cultivating and honing resources and skills associated with resilience (Singh et al., 2024).

Synthesizing studies on the concept and characteristics of WR reveals that perspectives on WR are defined in diverse, multidimensional, and complex ways, and to date, there is no universally applicable definition.

WR is viewed as a personality trait, the ability to cope with adversity, or a dynamic process integrated into work that can evolve over time through developing and training. However, these perspectives all focus on the ability to self-regulate to avoid unwanted influences and prepare for future work challenges.

### Research on Assessing or Evaluating Workplace Resilience Globally

Central to this line of research is the development of scales to assess employee WR (see Table 1).

**Table 1.** Summary of workplace resilience scales

Scale name	Author	Description of scale and assessment method
Career motivation inventory (CMI)	London & Bray (1984)	The scale consists of 45 statements measuring three domains of career motivation: career resilience, career insight, and career identity. Within this scale, there are 21 statements specifically dedicated to measuring career resilience on a 5-point Likert scale (ranging from 1 to 5). By focusing on the individual's feelings and attitudes towards career resilience, the CMI provides valuable insights into how individuals perceive and navigate challenges in their career paths.
Career Motivation	Noe et al. (1990)	The scale consists of 26 statements, rated on a Likert scale (ranging from 1 to 5), to measure career motivation across 3 dimensions: career resilience, career insight, and career identity. Specifically, 13 of these statements are dedicated to evaluating career resilience, with a focus on behavioral measurement. This scale provides a nuanced understanding of how individuals respond to challenges and setbacks in their career paths.
The Brief Resilience Scale – BRS	Smith et al. (2008)	This scale is a concise tool designed to assess an individual's ability to recover from adversity. Offering a balanced assessment of an individual's resilience in 6 items, with 3 items worded positively and 3 items worded negatively on a 5-point Likert scale (ranging from 1 to 5). This scale provides insights into how individuals perceive and respond to challenges, setbacks, and stressors in their lives.
Employee Resilience Scale - EmpRes	Näswall et al. (2013)	The scale consists of 14 statements that are scored on a 5-point Likert scale (ranging from 1 to 5). This scale is specifically designed to identify areas that can contribute to the development of employee resilience. It serves as a valuable tool for evaluating and enhancing resilience in the workplace.
Workplace Resilience Inventory – WRI	McLarnon & Rothstein (2013)	The scale is a comprehensive tool, developed based on the theoretical model of King and Rothstein (2010) to assess resilience in the workplace using 60 statements, rated on a 7-point Likert scale in various dimensions such as adaptability, problem-solving skills, social support, and emotional regulation. This inventory is valuable for organizations seeking to enhance employee resilience and well-being.

Resilience at Work – RAW	Winwood et al. (2013)	The final version of the RAW scale consists of 25 statements, rated on a 7-point Likert scale (ranging from 0 to 6). This scale measures across 7 dimensions to understand strengths related to employee resilience, such as living authentically, finding your callings, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and building networks. It serves as a valuable tool for assessing and enhancing resilience in the workplace.
Workplace Resilience Instrument – WRI	Mallak & Yildiz (2016)	The scale consists of 20 statements, measuring and evaluating on 4 major dimensions, including: Positive problem solving, Team effectiveness, Creating a sense of confidence and Bricolage (self-improvement). This scale is a valuable resource for organizations aiming to boost employee resilience and overall well-being in the workplace. It provides insights into key areas that can be targeted for improvement to create a more resilient and thriving work environment.
Occupational Resilience Assets Questionnaire (ORA - Q)	Magrin et al. (2016)	This ORA-Q scale is constructed with 45 self-reported questions on a Likert scale from 1 to 7. It features a three-level structure (organizational, professional, individual) to facilitate monitoring, benchmarking, and evaluation of interventions aimed at enhancing resilience in the workplace. It is a valuable tool for individuals and organizations seeking to improve resilience in the occupational setting.
Pilot Resilience Scale	Barcenilla (2018)	This is a comprehensive tool with 62 items that measure resilience across three key dimensions: individual, leadership, and team. This scale offers valuable insights into how individuals, leaders, and teams can enhance their ability to bounce back from challenges and thrive in the workplace.
Work Resilience Scale (ReWoS-24)	Sweetman et al. (2022)	The Work Resilience Scale (ReWoS-24) has 24 items, measuring four main aspects: general well-being, workplace well-being, job performance satisfaction, and team resilience. This scale is designed to assess the extent to which an employee experiences characteristics of resilience at work.

Research on developing and evaluating measurement scales for WR or employees' resiliency shows that researchers often use quantitative measurement methods based on Likert scale assessments. They design questions or questionnaires to evaluate the reliability and validity of the scale, and to summarize the research model and measurement. Additionally, analyzing the results of WR levels helps organizations better understand the current state of employee recovery within their organization and how to optimize it to enhance work performance and employee satisfaction. Furthermore, building measurement scales for WR also helps evaluate and monitor the effectiveness of strategies and interventions supporting WR.

The results from these research projects also demonstrate the process of refinement, validation, and thorough testing on target groups (such as financial employees, healthcare workers, students, etc.) to ensure the reliability and validity of the measurement scales. Several scales have become popular and widely used in studies related to WR in many places. Among them, we can mention the EmpRes - Employee Resilience Scale (Näswall et al., 2013), WRI - Workplace Resilience Inventory (McLarnon & Rothstein, 2013), ReWoS-24 - Work Resilience Scale (Sweetman et al., 2022). Particularly, the RAW - Resilience at Work scale by the research group Winwood, Colon, & McEwen (2013) is considered a universal scale due to its diversity in measurement aspects, high reliability, and has been used in studies in Brazil (Malik & Garg, 2018), India (Greco et al., 2022), and Zimbabwe (Sanhokwe & Takawira, 2023; Mazani et al., 2023).



## Research for Promoting Resilience at Work Globally

Researchers are not only focused on building conceptual frameworks, listing relevant characteristics, or constructing measurement scales to assess employees' recovery levels; they also emphasize identifying factors that influence work recovery, such as support from colleagues, recognition from superiors or the organization, job satisfaction, and individual flexibility.

The challenges associated with change at work can contribute to improved work performance (Kotter, 1996) and provide an opportunity for individuals to develop and learn new skills (Dweck, 2012). However, difficulties may arise in integrating and adapting if the loss or change occurs too rapidly and suddenly (Bridges & Bridges, 2017). Extensive work experience is also a factor that can make it challenging for individuals to respond to change (Niessen, Swarowsky, & Leiz, 2010).

Studies on college student samples indicate that WR tends to increase when they receive positive support from nearby resources such as teachers, parents and friends (Fisher & Stafford, 2000). Positive feedback also promotes resilience and perseverance, enhances self-esteem, and encourages creativity and effort in the process (Grzeda and Prince, 1997; London & Noe, 1987).

Research on factors influencing WR has shown that WR serves as a guide for individuals to overcome challenges, difficulties, and stress in their careers (London & Noe, 1987), it helps employees find satisfaction and fulfillment in their jobs (Hannon, 2012; Janu et al., 2019), has an impact on work performance (Lee & Chen, 2008; Ramawati, 2013), affects employee commitment and satisfaction (Rahmawati, 2013), plays a crucial role in career development (Caza & Milton, 2012), contributes to career success (Hannon, 2012; Wei & Taormina, 2014), helps predict career success (Wei & Taormina, 2014) and has a positive impact on career adaptation (Buyukgoze-Kavas, 2016).

In addition, WR has been found to have a significant association with work engagement (Ojio, Fawehinmi, & Yusliza, 2021; Sanhokwe & Chinyamurindi, 2023). This is a reciprocal relationship, which supports the view that occupational resilience is influenced by various factors and in a certain work context. Among them, Ojio et al. (2021) showed that Malaysian industrial workers with higher job resilience demonstrated also showed greater commitment to their work. Additionally, work engagement helps predict the level of job resilience, influenced by factors such as self-confidence, favorable conditions and support from family and friends (Ojio et al., 2021). Sanhokwe & Chinyamurindi (2023) also found similar findings, that the quality of WR depends on job engagement with political skill being considered as a moderating, facilitating factor that promotes the process of increasing WR (Sanhokwe & Chinyamurindi, 2023).

Employees who are given opportunities to demonstrate competence have higher scores indicating WR (London, 1993; Noe et al., 1990; Waterman et al., 1994). Personal characteristics associated with WR are expressed in the desire for recognition from others (London, 1993), with self-efficacy (Pulley, 1995), with personal self-esteem and negatively correlated with negative appraisals (Gowan, 2000). Building on previous research achievements, Walinga & Rowe (2013) focused on understanding how to transform stress into positive motivations for workers to strive and develop their potential. Appropriate coping methods are expressed through active listening, emotional feedback, and responsiveness can contribute to their WR and professional success opportunities (Davis, 2014). Furthermore, combining flexibility and adaptability, autonomy in self-development, continuous learning and maintaining an optimistic, realistic mindset (Luthans, Youssef-Morgan, & Avolio, 2015) and enhancing psychological flexibility (Archer et al., 2024) can contribute to regulating an individual's WR.

Organizations and management teams are encouraged to prioritize employee care and create conditions that offer opportunities for learning, self-evaluation, and the development of their potential. This includes both current employees and those transitioning out of the organization (Waterman et al., 1994). Also, Craig

(2019) mentioned the importance of building social support networks or taking advantage of external support resources when facing changes in work (Craig, 2019). Padmashree & Avudaiammal (2023) also proposed that organizations can cultivate suitable goals and strategies to improve employee well-being, foster an adaptive workplace culture, and cultivate a workforce that embodies resilience and engagement (Padmashree & Avudaiammal, 2023).

Mitchell & Russo (2024) emphasize the importance of organizations in fostering employee resilience through initiatives such as mentoring programs, peer support groups, systematic educational-training courses, and welfare initiatives. Key factors in the coaching process to develop psychological resilience include setting clear goals, creating recovery resources for participants, fostering strong relationships between coaches and coachees, and the important role of the coach in helping coachees navigate the self-regulation process (Häfner & Dehning, 2024). Understanding personality traits is also beneficial in enhancing communication and interpersonal relationships (Mitchell & Russo, 2024). The effectiveness of organizational coaching is demonstrated through improvements in stress coping abilities, increased work productivity, and the creation of a positive work environment (Häfner & Dehning, 2024; Mitchell & Russo, 2024). Notably, employees' continued application of the coaching content between sessions is essential for maintaining and developing long-term resilience (Häfner & Dehning, 2024).

Resilience at work can be enhanced through self-esteem, learning, and practicing skills (such as soft skills, coping strategies), and appropriate support networks. Thus, creating a highly resilient workforce requires attention to the relationship between employers and employees and the sharing of work responsibilities between these two groups. Identifying factors influencing WR can help organizations and workplaces build additional databases to improve policies and work processes, train employees on stress coping skills, create a positive work environment and support system for employees to stay stable and committed to their jobs in the long term.

Based on the global research mentioned above, it is evident that key research directions in WR exist, including conceptual and characteristic studies, assessment studies, and practical research to identify influencing factors and strategies to enhance and promote WR. These are important research directions with significant implications, as they provide theoretical foundations and appropriate measurement scales to quantify and measure WR at the individual level. This research contributes to the understanding of WR and offer valuable insights for improving well-being and productivity in the workplace. Furthermore, analyzing the factors influencing WR provides organizations with additional insights and resources to develop strategies for labor utilization policies. This, in turn, helps create conditions that enable employees to quickly regain balance and stability after stressful events in the workplace. As a result, individuals can mature and further develop their capabilities at work, contributing to their overall resiliency. By understanding and addressing these factors, organizations can foster a supportive work environment that promotes employee well-being and productivity.

## **Overview of Research on Workplace Resilience in Vietnam**

### **Research on the Concept and Characteristics of Factors Influencing Workplace Resilience in Vietnam**

Most of the studies related to employee resilience in Vietnam are derived from Luthans' perspective on the overall role of psychological capital, emphasizing positive organization and positive organizational behavior. In this view, recovery in psychological capital goes beyond returning to the original normal state after adversity, but also involves the ability to transform those challenges into motivation for growth (Luthans et al., 2015).

Research results on the components of psychological capital in Vietnam show that employees' psychological capital has a positive relationship with their work performance (Nguyen & Nguyen, 2012; Nguyen et al., 2014), has a slight impact on employee commitment and work performance (Phan & Bui, 2018), has a negative relationship with employee burnout (Nguyen & Ngo, 2020) and influence on the individual quality of work-life in Vietnamese enterprises (Nguyen & Vu, 2021). Among the components of psychological capital, the ability to recover quickly from stress has contributed significantly to self-confidence in one's ability to meet job requirements, along with an optimistic spirit in finding ways to solve problems that arise during work.

Pham (2023), conducted a study on work engagement among 426 young workers in Ho Chi Minh City, found that resiliency has a positive causal relationship with all three aspects of work engagement (dedication, vigor, absorption). Additionally, resiliency explains variations in work engagement more effectively than individual personality traits (Pham, 2023).

Another study on work engagement among 378 hotel employees in Ho Chi Minh City conducted by Ha et al. (2020) also showed similar results. It revealed that resiliency positively impacts work engagement and employee performance (Ha et al., 2020).

The studies on work engagement mentioned above demonstrate similarities with global research findings by Ojio et al., (2021) and Sanhokwe & Chinyamurindi (2023) regarding resiliency and work engagement among labor groups. It is fascinating to observe how these studies align and contribute to our understanding of the importance of recovery in fostering work engagement. From these findings, it can be observed that in the context of research in Vietnam, WR is closely related to work engagement in all three aspects, including enthusiasm for work, dedication to work, and vigor at work. This discovery also reflects similarities with global research results related to resiliency and work engagement among labor groups. It's exciting to see how these studies align and contribute to our understanding of the relationship between recovery and work engagement in the Vietnamese context.

Recent independent studies on workers' resiliency during COVID-19 pandemic have shown that individuals with high resilience at work are characterized by core beliefs (Luu, 2021b), tend to achieve success easier in their careers (Vy, 2022), and experience lower levels of stress and burnout (Nguyen et al., 2024).

A case study on the Post-Pandemic Era by Minh & Long (2023) showed that transformational leadership has a significant direct impact on adaptive resilience, psychological resilience, and employee resilience in organizations in Vietnam. The research results also indicate that employee resilience plays a crucial role in enhancing adaptive resilience. This highlights the importance of transformational leadership in promoting resilience at various levels within an organization (Minh & Long, 2023).

Moreover, demographic factors such as gender, age, work experience and education level have been identified as significantly related to resilience (Tran et al., 2024). Therefore, WR plays an important role in helping workers cope with negative emotions, take on new challenges and quickly adapt to changes in the working environment. In essence, individuals who approach work pressure with positive emotions and employ suitable strategies tend to exhibit higher resilience and recover to a stable state more rapidly compared to those who perceive the situation negatively.

### **Research on Assessing or Evaluating Workplace Resilience in Vietnam**

Considered one of the four components of psychological capital, the resilience aspect was developed by Nguyen, Nguyen, & Tran (2014) based on Block & Kremen's theory (1996), which includes three propositions. The forward and reverse translation processes were carefully followed to ensure accuracy throughout the study.



To develop a suitable scale measuring on psychological capital for the future research in Vietnam, two researchers Nguyen & Ngo (2018) conducted a synthesis of international studies and carried out qualitative research by gathering expert opinions. Finally, the resilience aspect of the psychological capital scale proposed consists of 8 propositions (Nguyen & Ngo (2018)). After removing 3 inappropriate sentences, the refined scale was used to measure a group of 901 employees in the business sector in Vietnam. The analysis results showed that the positive impact of resilience on job satisfaction is statistically significant at the level of 0.133, considered to be relatively weak (Nguyen & Ngo, 2018).

The direct study on measuring WR in Vietnam was conducted by authors Tran & Huynh (2022) on healthcare workers at a hospital in district 8, in Ho Chi Minh City. In their research article, the authors used a combination of three scales: (1) Workplace Stress Scale (WSS), (2) Brief Resilient Coping Scale (BRCS), and (3) Brief Resilience Scale (BRS) to identify issues related to work stress, psychological recovery after stress, and adaptive coping strategies of the healthcare workers participating in the survey. The research results indicate that the reliability of these scales is high ( $\alpha > 0.84$ ), providing sufficient reliability to measure and assess the correlation between stress and overall recovery during occupational activities (Tran & Huynh, 2022).

In 2022, the Brief Resilience Scale (BRS) developed by Smith et al. (2008) was further utilized by authors Le & Nguyen (2022) in a study involving a group of 400 adolescents aged 16-25. The research results also show that this BRS initially ensures a reliability of  $\alpha = 0.752$  in studies involving adolescent groups in Vietnam when measuring recovery capabilities (Le & Nguyen, 2022).

In 2022, Vietnam's labor resilience index was assessed and ranked 52nd by the organization '*Global Strategy and Public Policy Consulting - Whiteshield Partners*', with a clear upward trend compared to 2020 (58th), and higher than 2017 (56th). This index outperforms several countries in the Southeast Asian region such as Indonesia (56th), the Philippines (62nd), Laos (114th), Cambodia (108th) and Myanmar (109th), while lagging behind Singapore (5th), Malaysia (36th) and Thailand (38th) (Excerpt from Whiteshield Partners' report, 2022).

Recently, a research team led by Tran et al. (2024) assessed the level of recovery among nurses caring for COVID-19 patients in four hospitals in Binh Dinh, Vietnam. The study utilized a self-assessment questionnaire on a 5-point Likert scale to measure the recovery levels. The results revealed that the recovery levels of this group of healthcare workers was relatively low, with an average score of 72.89 out of 100 (Tran et al., 2024).

### **Research for Promoting Resilience at Work in Vietnam**

Research on promoting WR has been gradually conducted, but often in isolation, lacking a systematic approach. These studies are primarily found as recommendations within specific research projects related to work and occupations. Therefore, the practicality and applicability of these findings have not been widely disseminated.

In the report by the Vietnam Institute for Health Strategy and Policy (2021), the author team led by Tran, Nguyen, & Khuong (2021) provided recommendations to strengthen the WR capabilities of healthcare workers in the medical field. These recommendations include improving welfare benefits and the work environment for healthcare staff, particularly those at the grassroots level. Additionally, it is essential to ensure adequate training for epidemiology teams, microbiologists, and skilled laboratory experts to prepare for potential crisis situations in the future (Tran et al., 2021). These measures are designed to support the WR of healthcare workers and enhance their resilience in challenging circumstances.

In a study conducted by Luu (2021a) on activating WR capabilities in sales staff during the COVID-19 crisis, the results revealed a positive relationship between communication during events and the resilience of sales staff. This highlights the importance of effective communication in supporting the WR of sales employees during challenging times. Based on these findings, the author suggests that manufacturing companies should enhance activities that foster connections with their employees to better understand their circumstances. Additionally, providing accurate and timely information to counter any damaging rumors that could affect the company's reputation is crucial, as it helps prevent misinformation that may cause anxiety among workers (Luu, 2021a). Furthermore, effective communication and transparency are essential for supporting the WR of employees during challenging times.

In the online seminar related to *Resilience for Business*, the leadership team is considered crucial and has a significant impact on building resilience for employees. Accordingly, leaders and managers need to inspire and motivate employees, help employees feel safe and thereby become more open and ready to learn and change the way they work (ManpowerGroup Việt Nam & AmCham Việt Nam, 2021).

Recent research on the current state of human resource management in businesses shows that these organizations have made deliberate efforts to build resilience for employees, demonstrated by consistent perseverance with a people-first, purpose-oriented mindset, and a willingness to set aside the volatile challenges left by the COVID-19 pandemic (Ha, 2022).

From domestic research and survey data, it is evident that WR has garnered attention from some Vietnamese authors who have dedicated time to studying it. Research topics examining the status of WR have been conducted alongside other factors such as stress, job engagement, career success, etc. However, there is a need for deeper exploration of WR measurement at the individual level in a more detailed and specific manner. By focusing on detailed and specific measurements of WR, researchers can provide valuable insights into how individuals recover from work-related challenges and contribute to a more comprehensive understanding of WR dynamics. Furthermore, most research on WR has been conducted in the form of cross-sectional studies, which may not fully capture the long-term WR levels of young adults.

When comparing existing research on WR globally with research in Vietnam, it is evident that the current studies in Vietnam do not fully address the need for utilizing measurement scales as tools to assess the level of WR among Vietnamese individuals in various occupational groups. Therefore, the proposed strategies to support WR for specific age groups and job types in the workforce have not been adequately emphasized and may not accurately reflect the reality of the situation. There is a clear need for more tailored research and interventions that address the unique WR challenges faced by Vietnamese workers across different industries and age groups. By focusing on developing culturally relevant measurement tools and targeted support programs, researchers and organizations can better understand and enhance WR outcomes for Vietnamese employees.

### **Conclusion and Recommendations**

In conclusion, an overview of both domestic and international research on workplace resilience (WR) reveals three key points:

Firstly, the current status of WR has been studied from various perspectives. In terms of concept and characteristics, WR is seen as an individual's ability and personality trait when facing adversity, which can be nurtured and developed over time. However, this ability can also be influenced by other factors such as professional maturity, personal capabilities, professional beliefs, and feedback from colleagues. Some measurement tools for WR have been developed in various research contexts, among which the Resilience at Work scale within 25 items by Winwood et al. (2013) is a widely used measurement tool in recent times. It has demonstrated high reliability when measuring across different sample groups in various countries.

The current research landscape globally and domestically also indicates differences in WR levels across demographic aspects such as gender, culture, work experience, and job position. Employees' resiliency is further examined in relation to job engagement and stress coping strategies, which significantly impact the variations in WR levels.

Secondly, research on WR is built upon the legacy of previous scholars' perspectives. The initial research model was pioneered by Lonndon (1983), and later on, the model developed by the research team led by Winwood et al. (2013) is considered a suitable framework for analyzing and explaining the current status of WR in today's context. Therefore, subsequent researchers have also adopted the perspective of Winwood et al. (2013) to understand and analyze the current level of WR among workers in relation to job engagement, along with other variables. This includes examining WR levels based on certain demographic characteristics. Given the common characteristics of resilience and its wide cultural applicability, the RAW - Resilience at Work scale (Winwood et al., 2013) can be effectively applied in Vietnam. Through the process of adjustment and adaptation to align with cultural and social factors, this scale will ensure its reliability and validity within the Vietnamese context where there is still a lack of appropriate measurement tools to assess its effectiveness accurately.

Thirdly, research on WR globally and domestically is approached from various perspectives, including psychology, education, healthcare, and public health. In the context of domestic research, studies on WR are not yet diverse, with limited research explicitly outlining suitable approaches when studying WR among young adults. In Vietnam, work-related research WR remains a relatively new and less explored subject in independent studies, especially when compared to other well-established fields such as working conditions, occupational health, and work-related stress. Looking at another aspect, studies focusing on analyzing the current status of WR in relation to job engagement and stress coping strategies are even rarer in Vietnam, not fully meeting the demand for quality research and analysis. This is a gap, opening new directions for future research, especially when considering WR within the framework of positive psychology development in developing countries, including Vietnam.

### **Limitations and Future Comparative Perspectives**

While this review has provided a comprehensive synthesis of research on WR at both the global and national levels, it is worth noting that a direct, structured comparison between international findings and Vietnamese data remains limited in the current manuscript. A deeper juxtaposition of cross-cultural insights may further enrich the discussion, especially considering the socio-cultural and economic differences that shape the expression and development of WR in different contexts.

For instance, while studies in developed countries have often associated WR with organizational resources, structured coaching programs, and proactive leadership support (Mitchell & Russo, 2024; Häfner & Dehning, 2024), Vietnamese research has primarily focused on psychological capital and informal social support systems (Nguyen & Ngo, 2020; Pham, 2023). These differences suggest the importance of exploring how WR is constructed within the unique cultural fabric of Vietnamese society, where collectivist values and hierarchical organizational structures play a central role (Luu, 2021b).

Moreover, global studies have emphasized the dynamic and process-oriented nature of WR, which highlighting adaptability, psychological flexibility, and bounce-back ability in response to organizational changes (Craig, 2019; Archer et al., 2024). In contrast, many Vietnamese studies still conceptualize WR as a subcomponent of psychological capital, without fully acknowledging its dynamic and multidimensional nature. This conceptual gap limits the transferability of global findings and calls for more culturally grounded theoretical frameworks.

Bridging these gaps through comparative analysis would provide a more nuanced understanding of how WR operates under different structural and cultural conditions. It would also enhance the article's contribution to the literature on positive organizational behavior in non-Western contexts, a field that remains underrepresented despite growing interest in globalizing psychological research (Cooper et al., 2020).

Future studies should therefore consider employing comparative designs, such as cross-national surveys or case studies, to investigate how factors like leadership style, social support, work values, and individual traits interact to influence WR across cultures. These efforts can help clarify which aspects of WR are culturally universal and which are context-dependent. Additionally, integrating qualitative data from focus groups or interviews with young employees in Vietnam could provide richer, more context-sensitive insights that complement quantitative findings.

In conclusion, although not strictly necessary, embedding a more robust comparative framework would strengthen both the theoretical depth and practical significance of future research on WR, especially in developing countries like Vietnam. Such efforts would not only align with international research standards but also contribute to shaping culturally responsive interventions and policies aimed at enhancing WR among diverse workforce populations.

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