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Hamed. Zomorodi Khani[1], Javad. Niknafs[1*], Mojtaba. Ghiasi[2], Reza. Taghvaei[3], Seyed Hamid. Hosseini[3]

1 Department of Management, Ha.C., Islamic Azad University, Hamedan, Iran
2 Department of Management, Mal.C., Islamic Azad University, Malayer, Iran
3 Department of Management, Tu.C., Islamic Azad University, Tuyserkan, Iran

Corresponding author email address:
niknafs@iau.ac.ir

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Identification of the Drivers, Restraining Factors, and Outcomes of Employee Resilience Using a Meta-Synthesis Approach

ABSTRACT

In today's turbulent and highly uncertain work environments, employee resilience, as a dynamic and multilevel capacity, plays a pivotal role in maintaining performance, adapting to stressful conditions, and ensuring organizational sustainability. The present study aimed to identify the drivers, restraining factors, and outcomes of employee resilience. To achieve the research objective, a qualitative approach and the meta-synthesis technique based on the seven-stage procedure proposed by Sandelowski and Barroso were employed. Accordingly, following a systematic search of reputable domestic and international databases and the application of inclusion and exclusion criteria, 63 valid scientific articles published between 2016 and 2026 were ultimately selected from an initial pool of 86 sources and analyzed. The validity of the findings was confirmed by calculating the kappa coefficient. The findings indicated that 53 factors influence employee resilience, including 31 drivers (facilitators) and 22 restraining factors (inhibitors). Furthermore, 24 key outcomes were identified and classified into three general categories: performance-related, attitudinal, and well-being outcomes. The results demonstrated that employee resilience is a multilevel and interactive phenomenon that functions as a central mechanism linking individual resources, organizational processes, and sustainable outcomes. Its effectiveness depends on simultaneously strengthening drivers, reducing or eliminating restraining factors, and targeting the achievement of multiple outcomes.

Keywords: Employee resilience, meta-synthesis, drivers, restraining factors, outcomes.

Introduction

Contemporary organizations operate in environments characterized by accelerating technological change, economic volatility, geopolitical uncertainty, intensified competition, workforce diversity, digital transformation, and increasingly complex stakeholder expectations. Under such conditions, employees are continuously exposed to disruptions that may challenge their psychological resources, work routines, interpersonal relationships, and capacity to maintain effective performance. These disruptions may arise from acute crises, organizational restructuring, technological substitution, workload escalation, job insecurity, interpersonal conflict, or persistent ambiguity regarding roles and expectations. Accordingly, the ability of employees to continue functioning effectively, adapt to changing conditions, recover from adversity, and transform challenging experiences into opportunities for learning has emerged as a central concern in organizational behavior and human resource management. Employee resilience has therefore become increasingly important not merely as an individual psychological attribute but as a dynamic organizational capability shaped through the interaction

of employees with their social, managerial, and structural environments [1-3]. This broader perspective is particularly important because organizations increasingly depend on employees who can remain adaptive and productive while simultaneously protecting their well-being during periods of disruption.

The conceptual development of employee resilience reflects a movement away from static trait-based interpretations toward process-oriented and contextual approaches. Early approaches often treated resilience as a relatively stable personal capacity that enables individuals to recover after stressful events; however, contemporary research increasingly views resilience as developmental, malleable, relational, and sensitive to organizational conditions. From this perspective, resilience is not simply the absence of vulnerability but the capacity to sustain or restore functioning through access to psychological, social, and organizational resources. Psychological capital theory has contributed substantially to this perspective by emphasizing positive psychological resources such as hope, efficacy, optimism, and resilience as developable capacities that support effective functioning under demanding conditions [4]. Similarly, employee resilience has been conceptualized as a multidimensional and behaviorally manifested construct reflecting employees' ability to adapt, learn, collaborate, and respond constructively to uncertainty [5]. Longitudinal evidence also suggests that resilience includes both relatively stable and changing components, demonstrating that employee resilience may evolve over time rather than remaining fixed [6]. Consequently, understanding resilience requires attention to both personal resources and the organizational conditions through which such resources are activated, strengthened, or depleted.

A major theoretical basis for examining employee resilience is the Job Demands–Resources framework, which proposes that work characteristics can be broadly classified into job demands that consume psychological and physical resources and job resources that facilitate goal attainment, motivation, learning, and coping [7]. From this perspective, resilience can be understood as an adaptive capacity influenced by the balance between demands and available resources. Excessive workload, emotional demands, role ambiguity, insecurity, and difficult interpersonal interactions may progressively exhaust employees, whereas autonomy, social support, feedback, developmental opportunities, supportive leadership, and adequate resources may protect or replenish their adaptive capacity. This theoretical logic is compatible with evidence showing that workplace stressors may shape psychological well-being through patterns of affective reactivity and accumulated exposure to adversity [8]. It also corresponds with findings showing that resilience may buffer the harmful consequences of job insecurity and protect employees against emotional exhaustion, cynicism, and psychological contract strain [9]. Thus, employee resilience may simultaneously function as an outcome of workplace conditions and as a protective mechanism influencing how those conditions translate into employee attitudes, behaviors, and well-being.

Leadership and organizational context constitute particularly important sources of employee resilience. Leadership styles that provide direction, empowerment, confidence, and social support may enhance employees' capacity to interpret adversity as manageable and to mobilize resources effectively. Research has shown that the effects of leadership on employee resilience may vary according to characteristics such as proactive personality and optimism, highlighting the interaction between individual dispositions and managerial practices [10]. More recent evidence also indicates that transformational leadership and organizational culture can significantly predict employee resilience, although emerging forms of technological monitoring and artificial intelligence control may alter or weaken these relationships [11]. Similarly, organizational justice appears to contribute to resilience through the satisfaction of fundamental psychological needs, suggesting that employees are more capable of adapting when they perceive workplace processes and outcomes as fair [12].

In organizational settings characterized by uncertainty, distributive justice and transformational management have likewise been linked with stronger employee resilience [13]. These findings collectively indicate that employee resilience cannot be adequately understood without considering the quality of leadership, organizational culture, justice, and the broader psychosocial environment in which employees perform their roles.

Human resource management practices represent another major mechanism through which resilience can be cultivated. Employee resilience is increasingly viewed as a capability that organizations can deliberately develop through training, learning, well-being initiatives, supportive practices, and high-performance work systems. Evidence suggests that resilience-building programs and targeted interventions can improve employees' adaptive capacity, particularly when they incorporate cognitive, behavioral, mindfulness, or stress-management components [14]. Organizational well-being initiatives may also contribute to resilience by strengthening employees' psychological and social resources before adversity occurs [15]. More specifically, employee training has been associated with enhanced occupational resilience and greater adaptability to organizational change [16], while stress-management programs have shown beneficial effects on both anxiety and resilience among employees working in demanding occupational contexts [17]. A learning organization can further strengthen work engagement through employee resilience, demonstrating the importance of continuous learning and developmental environments [18]. Similarly, high-performance work systems have been associated with stronger employee resilience and engagement [19], whereas well-being-oriented human resource management practices may enhance employee performance through social climate and resilience [20]. These findings support the proposition that resilience is not solely an individual responsibility but also an outcome of deliberate organizational investment.

Social and contextual resources are equally central to resilience development. Organizational support, supportive human resource practices, contextual support, social capital, and positive workplace relationships can provide employees with informational, emotional, and instrumental resources that facilitate adaptive functioning. Internal organizational support has been found to contribute positively to employees' psychological resilience [21], while contextual support, occupational self-efficacy, empowering leadership, and organizational learning have been identified as important mechanisms supporting resilience among employees in highly demanding professional environments [22]. A broader synergistic perspective indicates that resilience emerges from the combined influence of personal, social, and organizational factors rather than from any single isolated source [23]. Similar conclusions have been reached in qualitative research identifying psychological resources, social capital, organizational support, learning, self-regulation, and supervisory requirements as important contributors to occupational resilience [24]. Furthermore, managerial resilience and supportive human resource practices may strengthen organizational resilience through resilient employee characteristics, indicating reciprocal relationships across organizational levels [25]. Therefore, resilience is increasingly conceptualized as a multilevel phenomenon embedded within interconnected systems of individual capacities, interpersonal relationships, managerial processes, and organizational arrangements.

Positive psychological and attitudinal resources also contribute significantly to resilience. Spiritual intelligence and affective commitment have been associated with stronger employee resilience, with affective commitment potentially serving as an explanatory mechanism linking employees' internal resources to resilient functioning [26]. Spiritual well-being has likewise been positively associated with resilience and employee happiness [27]. Ethical climate has been linked with both resilience and quality of work life, suggesting that employees may be better able to cope with workplace pressures when organizational norms provide moral clarity, trust, and predictability [28]. Job attachment and psychological hardiness

represent additional personal resources associated with resilience, particularly in demanding occupational settings [29, 30]. These findings are consistent with broader evidence indicating that resilience is influenced by a combination of internal capacities and contextual supports and that psychological resources may function most effectively when reinforced by favorable organizational conditions [31].

At the same time, employee resilience can be undermined by numerous restraining conditions. Workplace bullying is one of the most important interpersonal threats because repeated hostile behavior may damage psychological safety, emotional regulation, trust, and employees' capacity to respond constructively to adversity. Research has demonstrated that workplace bullying negatively affects psychological resilience and may impair performance through emotional and psychological pathways [32]. In hospitality settings, defensive silence has also been identified as a mechanism through which bullying weakens employee resilience, highlighting how passive coping responses may intensify the adverse effects of toxic work experiences [33]. Earlier evidence similarly indicates that resilience plays a mediating role in the relationship between workplace bullying and employee health [34]. In addition to bullying, municipal employees and other public-sector workers may face high workloads, resource shortages, extensive task diversity, escalating citizen expectations, and occupational stress, all of which can constrain resilience [35]. These findings show that resilience development requires not only enhancing positive resources but also identifying and reducing organizational conditions that repeatedly drain employees' adaptive capacity.

The importance of resilience is further demonstrated by its consequences for employee performance, attitudes, well-being, and organizational effectiveness. Employees with stronger resilience are generally more capable of maintaining job performance and remaining engaged under difficult circumstances. In post-pandemic organizational environments, resilience has been found to contribute to both work engagement and job performance [36]. Employee resilience has also demonstrated positive associations with job performance through emotional intelligence [37] and with service quality through organizational agility [38]. Moreover, resilience is associated with occupational health and may interact with organizational resilience in influencing employees' health outcomes [39]. Relationships have also been identified between resilience and job security, suggesting that resilient employees may experience or sustain stronger perceptions of security during challenging conditions [40]. At the attitudinal level, resilience may support emotional balance, life satisfaction, and organizational commitment [41], while recent evidence emphasizes its relevance to commitment during periods of economic uncertainty [42]. These outcomes illustrate that resilience has implications extending well beyond short-term coping and may influence sustained employee functioning and attachment to the organization.

The organizational consequences of employee resilience are similarly substantial. Resilient employees may contribute to favorable organizational reputation, higher-quality service, social performance, and stronger organizational adaptability. Evidence from sports organizations shows that resilience may positively influence organizational reputation [43], while research in tourism and hospitality suggests that employee resilience contributes to social performance when integrated with transactive memory systems and dynamic capabilities [44]. Resilience has also been proposed as an important mechanism connecting leadership with employee well-being, demonstrating its mediating role in translating managerial influence into positive employee outcomes [45]. Such findings reinforce the view that resilience should be considered an organizationally consequential capability rather than merely a private coping resource possessed by individual employees. When resilient

behavior is supported collectively and embedded in organizational systems, it may help organizations maintain continuity, adapt to disruption, preserve stakeholder relationships, and generate sustainable performance.

Despite the substantial growth of research on employee resilience, the literature remains fragmented in several respects. Some studies focus primarily on individual psychological characteristics, others emphasize organizational support or leadership, while still others investigate stressors, workplace adversity, human resource practices, or specific outcomes. This fragmentation creates conceptual ambiguity concerning which variables should be regarded as antecedents, which operate as restraining factors, and which represent outcomes. Multilevel reviews have emphasized that resilience processes operate across individual, team, and organizational levels and therefore cannot be fully explained through a single analytical perspective [3]. Developmental perspectives have similarly argued that resilience should be cultivated through coordinated human resource and organizational practices rather than isolated interventions [46]. Contemporary meta-analytic evidence further confirms that workplace resilience is associated with a broad range of antecedents and consequences, but variations in conceptualization, measurement, and context continue to complicate cumulative understanding [31]. Accordingly, there is a need for systematic synthesis capable of integrating dispersed findings and identifying the major forces that strengthen or weaken employee resilience.

This need becomes even more important because the determinants of resilience are increasingly changing as work itself evolves. Digitalization, artificial intelligence, remote and hybrid work, changing employment relationships, increased surveillance, uncertainty regarding job continuity, and new forms of customer and stakeholder pressure have created conditions that were less prominent in earlier resilience research. Technological control may alter the relationship between transformational leadership, organizational culture, and resilience [11], while contemporary occupational environments require organizations to develop adaptive capacities that extend beyond conventional stress management. Resilience research must therefore account for both enduring factors, such as psychological resources and social support, and emerging factors associated with digital management, organizational uncertainty, and changing employment structures. In this context, integrative synthesis is especially valuable because it can reveal how established and newly emerging factors interact to strengthen or undermine employees' ability to adapt.

Another important issue concerns the simultaneous consideration of facilitators and inhibitors. Many studies examine positive predictors of resilience without systematically integrating harmful conditions that may neutralize or overwhelm those resources. Yet resilience may depend on the dynamic balance between resource acquisition and resource depletion. An employee may possess strong self-efficacy, optimism, or social capital but still experience declining resilience when exposed continuously to bullying, excessive workload, insecurity, ethical conflict, inadequate resources, or unsupportive management. Conversely, reducing harmful demands without strengthening developmental resources may also be insufficient for sustained resilience. This dual perspective is consistent with research demonstrating the importance of supportive contexts, personal capacities, and organizational practices [22, 23], while also acknowledging the damaging effects of interpersonal and occupational stressors [8, 33]. Therefore, a comprehensive understanding of employee resilience requires an integrated classification of both drivers that facilitate resilience and restraining factors that suppress it.

Furthermore, resilience should be evaluated in relation to its consequences because the organizational value of resilience depends on what it ultimately enables employees and organizations to achieve. Research has associated resilience with performance, engagement, service quality, occupational health, job satisfaction, commitment, well-being, organizational

reputation, and adaptive functioning [36-38, 43]. Studies have also suggested that employee resilience contributes to organizational and social performance in complex service environments [44], while integrative reviews increasingly position resilience as a mechanism through which leadership and organizational resources affect employee well-being [45]. These diverse consequences indicate that resilience should be examined not as an isolated psychological endpoint but as a linking mechanism between resources, organizational processes, and sustainable employee and organizational outcomes.

Although the existing literature provides valuable insights, a consolidated framework capable of simultaneously identifying drivers, restraining factors, and outcomes of employee resilience remains necessary. Such a framework can help clarify conceptual boundaries, organize dispersed empirical findings, identify areas of convergence across different occupational contexts, and provide a foundation for future empirical testing. Meta-synthesis is particularly suitable for this purpose because it goes beyond simple aggregation and enables interpretive integration of findings from heterogeneous studies. Through systematic extraction, coding, comparison, and conceptual synthesis, meta-synthesis can reveal recurring patterns and relationships that may remain obscured within isolated studies. This is especially relevant in the employee resilience literature, where studies span different sectors, countries, theoretical traditions, methodological approaches, and levels of analysis. An integrated synthesis can therefore contribute both theoretically, by clarifying the architecture of employee resilience, and practically, by guiding managers toward interventions that simultaneously strengthen protective resources, minimize restraining conditions, and promote desirable outcomes.

Accordingly, the aim of the present study is to identify and synthesize the drivers, restraining factors, and outcomes of employee resilience through a meta-synthesis approach.

Methodology

In the present study, the researcher sought to identify the drivers, restraining factors, and outcomes of employee resilience using a meta-synthesis approach. Meta-synthesis involves the analysis of findings from previous studies and, rather than merely providing an aggregated summary of findings, generates an interpretive synthesis of those findings (Zimmer, 2006). To achieve the research objective, namely identifying the drivers, restraining factors, and outcomes of employee resilience through meta-synthesis, the seven-stage method proposed by Sandelowski and Barroso (2007) was employed. These stages are described in the following section.

Findings and Results

Step 1: Formulation of the Research Questions

A four-question algorithm was used for this stage. Table 1 presents the four questions employed to identify the drivers, restraining factors, and outcomes of employee resilience. These questions address four dimensions: what, who, when, and how the research was conducted.

Table 1

Research Questions

No.	Four-Question Algorithm	Research-Specific Four-Question Algorithm
1	What – What is the meta-synthesis study designed to identify?	What are the drivers, restraining factors, and outcomes of employee resilience?
2	Who – What constitutes the population under study?	The population of this study consists of books and valid scientific articles published in Persian and English.
3	When – What is the time span covered by the study?	The study covers the period from 2010 to 2026.

4	How – How is the study conducted?	Data are collected through the analysis of prior research articles.

Step 2: Systematic Review of the Literature

At this stage, the researcher systematically searched articles and studies published in various reputable domestic and international scientific journals, as well as public resources and websites of recognized domestic and international organizations, in order to identify valid, reliable, and relevant documents within an appropriate time frame. First, relevant keywords were selected. These keywords are listed in Table 2.

Table 2

Research Keywords

No.	English Keyword	Persian Keyword
1	Employee Resilience	تاب‌آوری کارکنان

The Persian and English keywords were searched through reputable search engines and academic websites. The databases and search platforms used are presented in Table 3.

Table 3

Databases Examined in the Field of Employee Resilience

Source Type	Databases
Domestic	SID; Magiran; Noormags; Civilica
International	Google Scholar; ScienceDirect; Springer; Emerald Insight

Step 3: Searching for and Selecting Appropriate Literature

At this stage, the quality of the studies was assessed. The purpose of this stage was to exclude articles and books whose reported findings could not be considered sufficiently reliable. Among the 86 sources retrieved based on the keywords from the aforementioned databases and websites, the sources were assessed in terms of accuracy, validity, relevance, and importance. To enable more precise evaluation and selection, the studies were examined according to the consistency of their titles with the present research topic, their abstracts in terms of analytical methods and findings, and their full content in terms of alignment with the objectives of the present study. Ultimately, 63 articles were included in the research process. Table 4 presents the initial criteria used for searching and selecting appropriate literature based on the titles, abstracts, and content of the evaluated articles.

Table 4

Initial Indicators and Criteria for Article Assessment

Indicator	Inclusion Criterion	Exclusion Criterion
Study period	Articles and studies published from 2016 to 2026	Studies published before 2016
Language	Persian and English	Languages other than Persian and English
Type of articles	Studies published in scientific databases	Other sources, such as articles published in newspapers or blogs
Subject	Related to employee resilience	Topics unrelated to employee resilience
Type of journal	Indexed in scientific databases	Other journals

Step 4: Extraction of Information from the Literature

For the extraction of research findings, information from each article was classified according to its corresponding reference, including the name(s) of the researcher(s), country, article title, and year of publication. At this stage, the final articles were examined through textual analysis. The results obtained from this stage are presented in the following tables.

Table 5 presents the factors affecting employee resilience.

Table 5

Factors Affecting Employee Resilience

No.	Researcher(s)	Year	Country	Title	Research Method	Research Finding	Factor Affecting Employee Resilience
1	Feizollahi et al.	2026	Iran	The Mediating Role of Affective Commitment in the Effect of Spiritual Intelligence on the Resilience of Ardabil Municipality Employees	Quantitative	Spiritual intelligence has a positive and significant effect on employee resilience, and affective commitment plays a mediating role in this relationship. Affective commitment also has a positive effect on employee resilience.	Spiritual intelligence and affective commitment
2	Namdar Joimi	2026	Iran	Identification of Factors Affecting the Occupational Resilience of Employees of Bank Saderat Iran	Qualitative	Interpretive analysis of the data resulted in the identification of five main themes and 20 subthemes.	Supervisory requirements, psychological resources, organizational support and social capital, professional learning, psychological self-regulation
3	Asgharnezhad et al.	2026	Iran	Evaluation of the Effect of Intraorganizational Support on the Resilience of Mashhad Municipality Employees	Quantitative	Intraorganizational support has a positive and significant effect on employees' psychological resilience.	Intraorganizational support
4	Seifi	2025	Iran	Investigating the Effect of Organizational Vitality on the Resilience of Employees of Selected Martial Arts Federations	Quantitative	Organizational vitality has a positive and significant effect on employee resilience.	Organizational vitality
5	Abhar and Kokabi Arasteh	2025	Iran	The Role of Employee Training in Enhancing Occupational Resilience and Adaptation to Organizational Change	Quantitative	Employee training has a positive and significant effect on occupational resilience.	Employee training
6	Alaei Khiarak and Mahmoudi	2025	Iran	The Effect of Workplace Bullying on Employee Performance with Emphasis on the Role of Employee Resilience	Quantitative	Workplace bullying has a negative and significant effect on emotional intelligence and psychological resilience.	Workplace bullying
7	Shahsavand Baghdadi	2025	Iran	Examining the Relationship of Spiritual Health with Resilience and Happiness among Employees of Islamic Azad University, Aligudarz Branch	Quantitative	Spiritual health has a positive and significant relationship with employees' resilience and happiness.	Spiritual health
8	Esmailnejad et al.	2024	Iran	The Effect of Environmental Shocks on Employee Resilience	Qualitative	Environmental shocks have a negative and significant effect on employee resilience.	Environmental shocks
9	Nazari and Nesarahmadi	2024	Iran	Investigating the Relationship of Ethical Climate with Employee Resilience and Quality of Work Life: A Study of Sazeh Paydar Bita Company	Quantitative	Ethical climate has a positive and significant relationship with employee resilience.	Ethical climate
10	Yekeh et al.	2024	Iran	Challenges Affecting Resilience and Job Stress among Employees of Municipalities in Satellite Cities of Tehran Province	Qualitative	Employees face numerous challenges, including high workload, resource shortages, increasing citizen expectations, and a wide diversity of duties, which may negatively affect their resilience and mental health.	High workload, resource shortages, increasing citizen expectations, and wide diversity of duties
11	Ebadizadeh et al.	2023	Iran	The Role of Psychological Hardiness in the Resilience of Military	Quantitative	Psychological hardiness has a positive and significant effect on the resilience of	Psychological hardiness and job stress

				Employees Considering the Mediating Role of Job Stress		military employees. The results also showed that psychological hardiness negatively and significantly affects job stress, while job stress negatively and significantly affects employee resilience.	
12	Jalilvand	2023	Iran	The Role of Transformational Management and Organizational Distributive Justice in Enhancing the Resilience of Employees in Media Organizations: A Study of Online News Agencies	Quantitative	By establishing fairness in various job outcomes, including income, career planning, and job responsibilities, distributive justice contributes to greater employee resilience in news agencies under turbulent and difficult conditions.	Distributive justice
13	Soltani	2022	Iran	The Role of Psychological Empowerment in Occupational Resilience and Job Satisfaction among Employees of Knowledge-Based Companies	Quantitative	Psychological empowerment has a direct relationship with occupational resilience and job satisfaction among employees of knowledge-based companies.	Psychological empowerment
14	Yekani	2021	Iran	The Effect of Self-Esteem and Social Anxiety on Resilience among Employees Working in Prisons in West Azerbaijan Province	Quantitative	Social anxiety has a negative and significant effect on employee resilience.	Social anxiety
15	Elahi and Nourani	2021	Iran	Investigating the Effect of Organizational Cynicism on Employee Productivity with the Mediating Role of Resilience in Bojnord Municipality	Quantitative	Organizational cynicism, through the mediating role of resilience, affects employees' managerial knowledge maturity.	Organizational cynicism
16	Latif and Ranjbarian	2020	Iran	Investigating the Correlation of Job Attachment and Employee Resilience with Hardiness among Employees of the Health-Care Network	Quantitative	A significant relationship exists between job attachment and employee resilience.	Job attachment
17	Foroutan et al.	2018	Iran	The Effect of Implementing a Stress Management Program on Anxiety and Resilience among Emergency Medical Employees	Quantitative	Stress management has a significant effect on employee anxiety and resilience.	Stress management
18	Omid and Darvishi Ghazanchi	2017	Iran	The Relationship between Job Stress and Resilience	Quantitative	Job stress has a negative and significant effect on resilience.	Job stress
19	Ehsani and Farhangi	2016	Iran	The Relationship between Perceived Organizational Culture and Employee Resilience at Islamic Azad University, Shahr-e Qods Branch	Quantitative	Perceived organizational culture has a positive and significant relationship with employee resilience.	Perceived organizational culture
20	Asayesh and Sourati	2016	Iran	Investigating the Relationship between Quality of Work Life and Employee Resilience in the National Gas Company of Western Guilan	Quantitative	Quality of work life has a positive and significant relationship with employee resilience.	Quality of work life
21	Kirthana and Nigama	2026	India	Transformational Leadership and Organizational Culture as Predictors of Employee Resilience: The Moderating Role of Artificial Intelligence Control in IT Companies	Quantitative	Transformational leadership and organizational culture are directly related to employee resilience and explain 77% of its variance; however, artificial intelligence control weakens this relationship.	Artificial intelligence control

22	Stankevičiūtė	2026	Lithuania	Hindrance Job Demands as Factors Undermining Employee Resilience	Qualitative	Several categories of hindrance demands were identified, including social, organizational, and ethical demands.	Hindrance job demands: toxic relationship with supervisors, interpersonal conflict among colleagues, role ambiguity, intergenerational conflict, workload and shift work, emotional encounters with customers, and ethical dilemmas
23	Wang et al.	2025	Turkey	Defensive Silence Is Not Golden in Workplace Bullying: Building Hotel Employee Resilience from an Exchange-Theory Perspective	Quantitative	Workplace bullying, through defensive silence, weakens employees' psychological strength and mindfulness and reduces their resilience.	Workplace bullying and defensive silence
24	Moschopoulou et al.	2025	Greece	Contextual Support, Occupational Self-Efficacy, and Employee Resilience among Greek Psychiatric Nurses	Quantitative	Contextual support, including organizational support, empowering leadership, and organizational learning, is directly associated with employee resilience, while occupational self-efficacy plays a mediating role.	Contextual support and occupational self-efficacy
25	Biswas et al.	2025	India	A Synergistic Resilience Framework: Exploring the Interaction of Individual, Social, and Organizational Factors of Employee Resilience in the Indian Workplace	Systematic review	Employee resilience results from the synergy of individual, social, and organizational factors, and an integrated explanatory framework is proposed.	Individual, social, and organizational factors
26	Schilbach et al.	2024	Germany	How Past Job Stressors Influence Psychological Well-Being When Facing Current Adversity: Affective Reactivity as an Explanatory Mechanism	Quantitative	Hindrance job stressors are associated with greater affective reactivity and poorer resilience outcomes, whereas challenge stressors demonstrate a different pattern.	Past job stressors
27	Desrumaux et al.	2023	France	Teachers' Adjustment to Work: The Effects of Organizational Justice and Teacher Resilience through Psychological Need Satisfaction	Quantitative	Organizational justice is directly related to resilience through satisfaction of psychological needs.	Organizational justice
28	Malik and Garg	2020	India	Learning Organization and Work Engagement: The Mediating Role of Employee Resilience	Quantitative	A learning organization is directly related to work engagement through employee resilience.	Learning organization
29	Hartmann et al.	2020	International	Resilience in the Workplace: A Multilevel Review and Synthesis	Qualitative	Individual-, team-, and organizational-level antecedents, as well as mediating and moderating mechanisms of resilience, were identified.	Multilevel antecedents
30	Meseguer-de Pedro et al.	2019	Spain	The Role of Resilience in the Relationship between Workplace Bullying and Health: A Mediation Analysis	Quantitative	Workplace bullying is negatively related to psychological health, and resilience plays a mediating role in this relationship.	Workplace bullying
31	Näswall et al.	2019	New Zealand	Employee Resilience: Development and Validation of a Scale	Psychometric/Quantitative	An employee resilience scale incorporating adaptive capacity and learning components was developed and validated.	Individual capacity and resilience measurement
32	Cooke et al.	2019	China	Mapping the Relationships among High-Performance Work Systems, Employee Resilience, and Work Engagement	Quantitative	High-performance work systems are directly related to employee resilience and work engagement.	High-performance work system
33	Cooper et al.	2019	China	Well-Being-Oriented Human Resource Management and Employee Performance:	Quantitative	Well-being-oriented human resource management is directly related to employee performance through social climate and resilience.	Well-being-oriented human resource management and social climate

				The Roles of Social Climate and Resilience			
34	Nguyen et al.	2019	New Zealand	Employee Resilience and Leadership Styles: The Moderating Roles of Proactive Personality and Optimism	Quantitative	Leadership styles are directly related to employee resilience, and proactive personality and optimism moderate this relationship.	Leadership style
35	Shoss et al.	2018	United States	Bending without Breaking: A Two-Study Examination of Employee Resilience in the Face of Job Insecurity	Quantitative, cross-sectional and longitudinal	Job insecurity is positively associated with emotional exhaustion, cynicism, and psychological contract breach, while resilience moderates these relationships.	Job insecurity
36	Joyce et al.	2018	International	The Road to Resilience: A Systematic Review and Meta-Analysis of Resilience Training Programs and Interventions	Systematic review/meta-analysis	Resilience training and mindfulness interventions are directly associated with improvements in resilience.	Resilience training and mindfulness
37	Kuntz et al.	2017	International	Employee Resilience: Directions for Resilience Development	Conceptual review	Developing employee resilience requires appropriate human resource and organizational orientations.	Human resource development
38	Bakker and Demerouti	2017	Netherlands	Job Demands–Resources Theory: Taking Stock and Looking Forward	Qualitative	Job Demands–Resources theory provides a framework for explaining burnout, engagement, and resource-protection mechanisms.	Job demands and job resources
39	Vanhove et al.	2016	Multinational meta-analysis	Can Resilience Be Developed at Work? A Meta-Analytic Review of the Effectiveness of Resilience-Building Programs	Meta-analysis	Workplace resilience-building programs are effective, indicating that employee resilience can be developed.	Resilience training programs
40	Kossek and Perrigino	2016	United States	Resilience: A Review Using an Integrated Occupational Approach	Qualitative	Occupational resilience develops through the interaction between individuals and their work context, and different levels of analysis should be distinguished.	Work context and person–environment interaction

Table 6 presents the outcomes of employee resilience, namely factors influenced by employee resilience.

Table 6

Outcomes of Employee Resilience: Factors Influenced by Employee Resilience

No.	Researcher(s)	Year	Country	Title	Research Method	Research Finding	Influenced Factor(s)
1	Aslani et al.	2025	Iran	Developing a Structural Model of the Effect of Employee Resilience on Service Quality by Explaining the Mediating Role of Organizational Agility in the Sungun Copper Complex	Quantitative	Employee resilience has a positive and significant effect on service delivery quality.	Service delivery quality
2	Seifi	2025	Iran	The Effect of Employee Resilience on the Organizational Reputation of Employees in Selected Martial Arts Federations	Quantitative	Employee resilience has a positive and significant effect on organizational reputation.	Organizational reputation
3	Tadin and Abbasi	2025	Iran	The Effect of Resilience on Job Satisfaction and Creative Performance among Employees with the Mediating Role of Job Stress	Quantitative	Resilience has a direct and significant effect on job satisfaction and creative performance.	Job satisfaction and creative performance
4	Sharifi	2024	Iran	The Effect of Employee Resilience on Job Performance Based on the Mediating Role of Employee Emotional Intelligence: A Study of Ayandeh Bank in Shiraz	Quantitative	Employee resilience has a positive and significant effect on job performance through the mediating role of employee emotional intelligence.	Job performance
5	Bagher and Abdolmaleki	2024	Iran	Investigating the Relationship between Resilience and Job Security among Employees of the Red Crescent Society	Review	Employee resilience has a direct effect on job security. Perceived job security, as a key variable, increases the ability to cope with	Job security

						challenges arising from emergency conditions.	
6	Khodabandeh et al.	2023	Iran	Investigating the Effect of Resilience on Employee Commitment Considering the Mediating Roles of Life Satisfaction and Emotional Balance: A Study of the General Directorate of Cultural Heritage, Handicrafts, and Tourism of Qazvin Province	Quantitative	Resilience has a positive and significant effect on emotional balance, organizational commitment, and employees' life satisfaction.	Emotional balance, organizational commitment, and life satisfaction
7	Hashemi et al.	2023	Iran	Investigating the Effect of Employee Resilience on Occupational Health Considering the Moderating Role of Organizational Resilience and Sociodemographic Characteristics	Descriptive-correlational	Employee resilience affects occupational health, and individual resilience influences occupational health through the moderating role of organizational resilience.	Occupational health
8	Eshratabadi	2021	Iran	Investigating the Relationship between Employee Resilience and Quality of Work Life	Quantitative	A positive and significant relationship exists between employee resilience and quality of work life.	Quality of work life
9	Touraj	2018	Iran	The Role of Workplace Spirituality and Resilience in Predicting Employees' Psychological Well-Being	Quantitative	Workplace spirituality and resilience have positive and significant effects on employees' psychological well-being.	Psychological well-being
10	Can Demir et al.	2026	Turkey	Tell Me More About Your Turnover Intention: From the Perspective of Psychological Resilience	Quantitative	Psychological resilience positively predicts turnover intention and is also related to job satisfaction.	Psychological resilience
11	Blešić et al.	2026	Serbia	Effects of Organizational Factors on Work Outcomes in Hospitality: The Role of Resilience	Quantitative	Employee resilience mediates the relationship between organizational factors and job satisfaction, turnover intention, and employee engagement.	Job satisfaction and employee engagement
12	Bou Zakhem	2026	Lebanon	Sustaining Well-Being in the Post-Crisis Era: Minimizing Conflict through Autonomy, Resilience, and Informational Support among SME Employees	Quantitative	Job autonomy indirectly affects employee well-being and performance through increased resilience.	Employee well-being and performance
13	Perdana et al.	2026	Indonesia	Employee Resilience and Organizational Commitment during Periods of Economic Uncertainty: A Critical Systematic Review	Critical systematic review	Resilience, as a psychological buffer, increases affective commitment and reduces voluntary turnover intention.	Affective commitment
14	Atan and Gülerli	2025	Cyprus	Resilience and Grit for Sustainable Well-Being at Work: Evidence from High-Pressure Service Organizations	Quantitative	Resilience significantly increases grit and happiness at work, including work engagement, job satisfaction, and affective commitment.	Job satisfaction, affective commitment, and grit
15	Ibrahim and Hussein	2024	Egypt	The Relationship among Resilience at Work, Work Engagement, and Job Satisfaction among Engineers: A Cross-Sectional Study	Quantitative, cross-sectional	Resilience has a strong positive relationship with job satisfaction and a positive relationship with work engagement.	Job satisfaction and work engagement
16	Obeng and Atan	2024	Ghana	Understanding Turnover Intention: The Interplay of Organizational Politics, Employee Resilience, and Person–Job Fit in the Ghanaian Health Sector	Quantitative	Employee resilience mediates the relationship between organizational politics and turnover intention, and higher resilience is associated with lower intention to leave.	Turnover intention
17	Thai et al.	2024	Vietnam	Drivers of Employee Resilience and Its Relationships with Work Engagement and Job Performance after the COVID-19 Pandemic	Quantitative	Resilience affects work engagement and job performance, with work engagement serving as a mediator.	Work engagement and job performance
18	Aslam and Ul-Haq Islam	2024	Pakistan	The Buffering Role of Employee Resilience in the Relationship between Project Conflicts and Burnout through the Mediation of Negative Emotions	Quantitative	Employee resilience acts as a protective buffer against the relationship between project conflicts and job burnout.	Reduced job burnout
19	Fitri and Ferdian	2024	Indonesia	The Effect of Employee Resilience on Organizational Citizenship Behavior through the Mediation of Organizational Commitment at Pangeran Beach Hotel Padang	Quantitative	Employee resilience affects organizational citizenship behavior, and organizational commitment mediates this relationship.	Organizational citizenship behavior
20	Mujajati et al.	2024	South Africa	Cultivating Organizational Commitment: A Resilience Framework for Private-Sector Organizations in South Africa	Quantitative	Employee resilience has a direct and significant relationship with organizational commitment.	Organizational commitment
21	Hanu and Kumalo	2024	Ghana	From High-Performance Work Systems and Resilience to Employee Well-Being during Crises: Examining the Moderating Role of Employee Ambivalence	Quantitative	High-performance work systems are related to employee well-being through resilience, and	Employee well-being

						employee ambivalence moderates this relationship.	
22	Taan et al.	2023	Jordan	Exploring the Relationships among Stress, Resilience, and Job Performance in Jordanian Nurses	Quantitative	Resilience has a significant relationship with nurses' job performance.	Job performance
23	Hoşgör and Yaman	2022	Turkey	Psychological Resilience and Job Performance among Nurses during the COVID-19 Pandemic	Quantitative, cross-sectional	Psychological resilience has a significant relationship with nurses' job performance.	Job performance

Step 5: Analysis and Synthesis of the Qualitative Findings

In this study, open and axial coding were used to analyze and synthesize the qualitative findings. For this purpose, all factors extracted from the reviewed studies were initially treated as open codes. Subsequently, based on the meaning of each code, conceptually similar codes were grouped together through axial coding. In this way, the study concepts were developed.

A) Factors Affecting Employee Resilience: Following a detailed review and extraction of all factors affecting employee resilience across the different studies, 53 factors were identified after accounting for and eliminating duplicate factors. These consisted of 31 drivers (facilitators) and 22 restraining factors (inhibitors).

Table 7

Classification of Factors Affecting Employee Resilience

Identified Factors	Researcher's Classification
1. Spiritual intelligence; 2. Affective commitment; 3. Supervisory requirements; 4. Psychological resources; 5. Organizational support; 6. Social capital; 7. Professional learning; 8. Psychological self-regulation; 9. Intraorganizational support; 10. Organizational vitality; 11. Employee training; 12. Spiritual health; 13. Ethical climate; 14. Distributive justice; 15. Psychological empowerment; 16. Job attachment; 17. Stress management; 18. Perceived organizational culture; 19. Quality of work life; 20. Artificial intelligence control; 21. Contextual support; 22. Occupational self-efficacy; 23. Individual factors; 24. Social factors; 25. Organizational factors; 26. Individual capacity; 27. Well-being-oriented human resource management; 28. Social climate; 29. Resilience training; 30. Mindfulness; 31. Person–environment interaction	Drivers (Facilitators)
1. Workplace bullying; 2. Environmental shocks; 3. High workload; 4. Resource shortages; 5. Increasing citizen expectations; 6. Wide diversity of duties; 7. Psychological hardiness; 8. Job stress; 9. Social anxiety; 10. Organizational cynicism; 11. Hindrance job demands; 12. Toxic relationship with supervisors; 13. Interpersonal conflict among colleagues; 14. Role ambiguity; 15. Intergenerational conflict; 16. Workload and shift work; 17. Emotional encounters with customers; 18. Ethical dilemmas; 19. Defensive silence; 20. Past job stressors; 21. Job insecurity; 22. Job resources	Restraining Factors (Inhibitors)

B) Outcomes of Employee Resilience (Influenced Factors): By examining the outcomes, or factors influenced by employee resilience, across different studies, 24 factors were identified after accounting for and eliminating duplicate items.

Table 8

Classification of the Outcomes of Employee Resilience

Identified Factors	Researcher's Classification
1. Service delivery quality; 2. Organizational reputation; 3. Job satisfaction; 4. Creative performance; 5. Job security; 6. Emotional balance; 7. Organizational commitment; 8. Life satisfaction; 9. Occupational health; 10. Quality of work life; 11. Psychological well-being; 12. Psychological resilience; 13. Employee engagement; 14. Grit; 15. Work engagement; 16. Job retention; 17. Absence of job burnout; 18. Organizational citizenship behavior; 19. Promotability; 20. Well-being at work; 21. Job receptivity; 22. Career success; 23. Organizational vitality; 24. Occupational well-being	Outcomes of Employee Resilience

Step 6: Quality Control

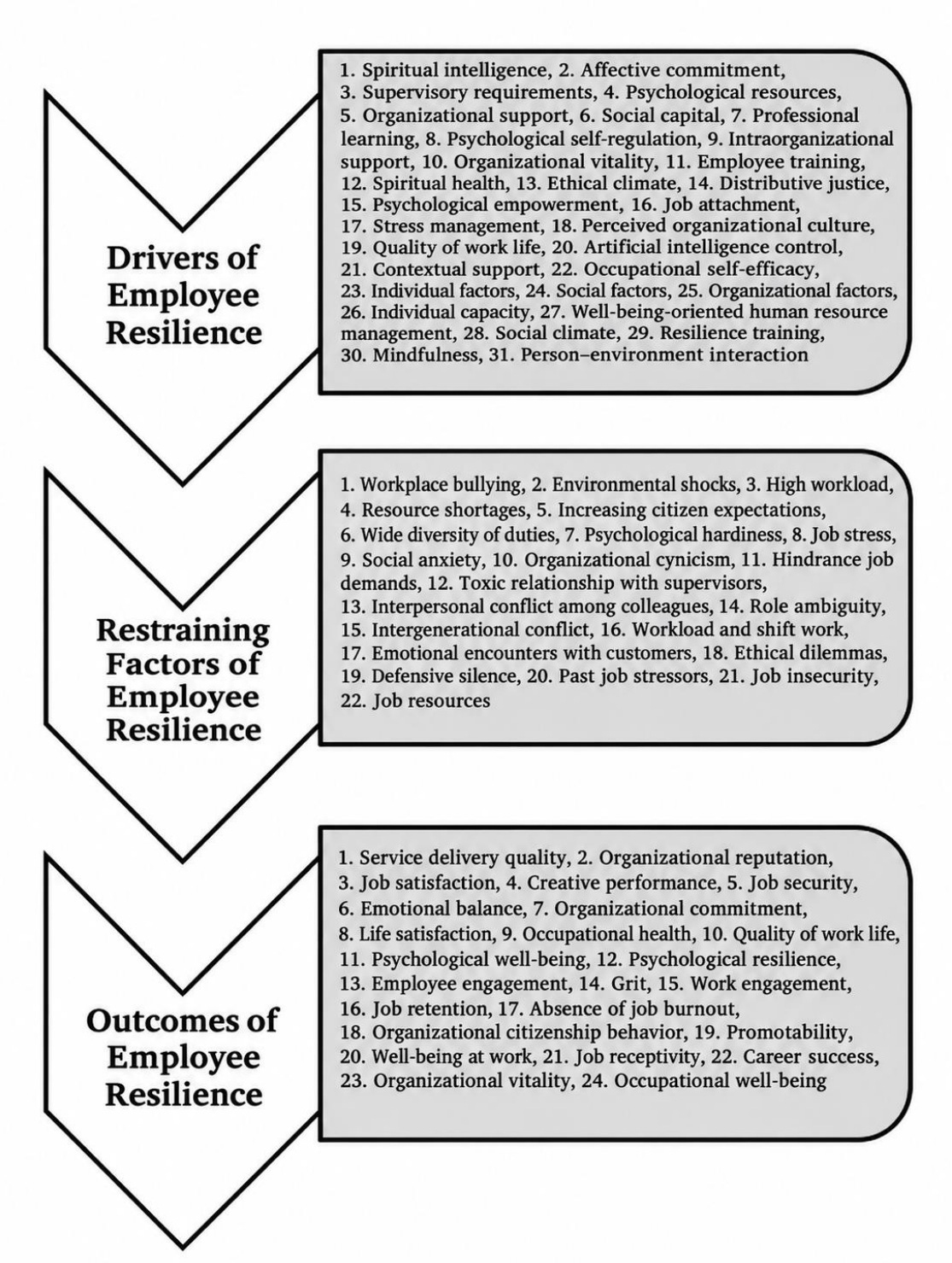
In this study, to verify the concepts extracted from the reviewed studies, the researcher compared their own evaluations with those of another expert holding a PhD in Public Administration. The resulting data were analyzed using SPSS version 19 to calculate the kappa coefficient. The results indicated that the kappa values for the dimensions, factors affecting employee resilience, and employee resilience outcomes were at an excellent level of agreement.

Step 7: Presentation of the Final Research Model

Following the final review, the factors affecting employee resilience, its outcomes, and its components were identified and presented in the diagram below as the final research model.

Figure 1

Model of the Drivers, Restraining Factors, and Outcomes of Employee Resilience



Discussion and Conclusion

The present study aimed to identify and synthesize the drivers, restraining factors, and outcomes of employee resilience through a meta-synthesis approach. The findings revealed that employee resilience is shaped by a broad and interconnected set of antecedent conditions and produces multiple attitudinal, behavioral, performance-related, and well-being outcomes. More specifically, 53 factors affecting employee resilience were identified, of which 31 were classified as drivers or facilitating factors and 22 as restraining or inhibiting factors. In addition, 24 outcomes of employee resilience were identified. This pattern supports the view that employee resilience should not be conceptualized as a single psychological trait or isolated coping mechanism; rather, it represents a multilevel and dynamic capacity that develops through the interaction of individual resources, interpersonal relationships, leadership practices, organizational structures, human resource systems, and occupational demands. This interpretation is consistent with multilevel perspectives emphasizing that resilience emerges through the interaction of employees with their organizational context and develops through dynamic processes rather than static personal characteristics [2, 3, 5]. The findings also support evidence that resilience contains both relatively stable and changeable components, indicating that it can be reinforced, weakened, and reconstructed as employees encounter different workplace experiences [6].

One of the most important findings concerns the wide range of psychological and individual drivers associated with employee resilience. Spiritual intelligence, psychological resources, psychological self-regulation, spiritual health, psychological empowerment, occupational self-efficacy, mindfulness, individual capacity, and other personal characteristics were identified as important facilitating factors. These findings indicate that employees who possess stronger internal psychological resources are better positioned to interpret adversity constructively, regulate emotional reactions, maintain confidence, and mobilize coping strategies under demanding conditions. This conclusion is consistent with positive organizational behavior perspectives, particularly the psychological capital framework, which highlights self-efficacy, optimism, hope, and resilience as developable psychological resources that contribute to effective adaptation [4]. The finding regarding spiritual intelligence is also supported by evidence indicating that spiritual intelligence positively contributes to employee resilience, with affective commitment serving as an important explanatory mechanism [26]. Similarly, spiritual well-being has been positively associated with resilience and employee happiness [27]. Psychological hardiness and occupational self-efficacy have also been identified as resources associated with more adaptive responses to workplace stress and adversity [22, 30]. Collectively, these findings demonstrate that employees' internal resources constitute an essential foundation for resilient functioning.

The findings also showed that social and organizational support mechanisms are among the most prominent drivers of employee resilience. Organizational support, social capital, intraorganizational support, contextual support, social climate, ethical climate, perceived organizational culture, and person–environment interaction were all identified as facilitating factors. These results indicate that resilience is strengthened when employees perceive that the organization provides access to reliable resources, social support, fair treatment, psychological safety, constructive relationships, and meaningful opportunities for participation. This interpretation is consistent with findings showing that internal organizational support positively affects psychological resilience among employees [21]. Contextual support, including organizational support, empowering leadership, and organizational learning, has likewise been linked with stronger employee resilience, particularly when occupational self-efficacy acts as an intervening mechanism [22]. The synergistic resilience framework further supports

the present results by demonstrating that employee resilience develops through the combined influence of personal, social, and organizational factors rather than through isolated determinants [23]. Likewise, qualitative evidence from banking organizations has identified supervisory requirements, psychological resources, organizational support, social capital, professional learning, and psychological self-regulation as important elements of occupational resilience [24]. These converging findings reinforce the argument that resilience should be treated as an embedded organizational capability rather than solely as an individual property.

Leadership, justice, organizational culture, and human resource practices emerged as another important group of resilience drivers. Distributive justice, employee training, professional learning, well-being-oriented human resource management, resilience training, and organizational vitality were among the factors facilitating resilience. This finding can be explained by the fact that employees are more likely to adapt successfully when organizational systems create predictable, fair, developmental, and supportive work conditions. Previous studies have shown that organizational justice contributes to resilience through satisfaction of psychological needs [12], while distributive justice and transformational management enhance resilience in organizational environments characterized by instability [13]. Transformational leadership and organizational culture have also been identified as strong predictors of employee resilience, although excessive artificial intelligence control may weaken such effects [11]. From a human resource perspective, employee training has been associated with greater occupational resilience and adaptation to organizational change [16], while resilience interventions and training programs have generally been shown to improve resilience-related outcomes [14]. Moreover, organizational well-being initiatives can contribute to employee resilience by strengthening resource availability prior to adversity [15]. These findings suggest that resilience is developable through organizational policies and is therefore relevant to strategic human resource management.

The findings regarding learning-oriented systems and high-performance work practices further clarify how organizational processes can reinforce resilience. Learning organization practices, professional learning, resilience training, and well-being-oriented human resource management were identified as drivers of resilience. These findings indicate that employees become more resilient when organizations encourage continuous learning, reflection, knowledge exchange, experimentation, and adaptation. Malik and Garg showed that learning organizations contribute to work engagement through employee resilience, demonstrating that learning environments create conditions in which employees can better cope with changing demands [18]. Similarly, high-performance work systems have been associated with greater employee resilience and engagement [19], while well-being-oriented human resource management influences employee performance through social climate and resilience [20]. The present results therefore support the idea that resilience develops not only through formal resilience programs but also through broader organizational systems that continuously expand employee resources and adaptive capabilities.

The identification of artificial intelligence control as a factor affecting employee resilience is particularly relevant in contemporary workplaces. This finding suggests that technological systems can influence resilience depending on how they are implemented and experienced by employees. While digital tools can facilitate decision-making, coordination, and resource access, excessive monitoring or algorithmic control may undermine autonomy, trust, and adaptive capacity. The result aligns with evidence showing that artificial intelligence control can weaken the positive relationships of transformational leadership and organizational culture with employee resilience [11]. This finding expands the conceptual

boundaries of resilience by demonstrating that new forms of technological governance should be considered alongside traditional organizational factors. It also suggests that resilience research must increasingly address how digital control, surveillance, automation, and technology-mediated work redesign influence employees' capacity to adapt.

The second major group of findings concerns restraining factors. Workplace bullying, environmental shocks, excessive workload, resource shortages, social anxiety, organizational cynicism, hindrance job demands, toxic relationships with supervisors, interpersonal conflict, role ambiguity, ethical dilemmas, defensive silence, past work stressors, and job insecurity were identified as conditions that weaken resilience. These findings can be explained through the Job Demands–Resources framework, which proposes that excessive demands consume psychological and physical resources and may generate strain when they are not balanced by sufficient job resources [7]. The current results suggest that resilience decreases when employees experience persistent demands that reduce perceived control, deplete energy, increase emotional strain, or disrupt supportive relationships. In particular, high workload, resource shortages, diverse duties, and increasing citizen expectations have been identified as important challenges affecting resilience among municipal employees [35]. Past work stressors may also influence current psychological well-being by increasing affective reactivity during subsequent adversity [8]. These findings indicate that organizations cannot effectively strengthen resilience merely by adding resources while leaving severe structural and psychosocial demands unchanged.

Workplace bullying and hostile interpersonal relations represented particularly important inhibitors of employee resilience. Bullying can undermine psychological safety, trust, emotional regulation, and employees' willingness to seek support, thereby reducing adaptive capacity. This finding is supported by research showing that workplace bullying negatively affects psychological resilience and employee functioning [32]. Furthermore, defensive silence has been identified as an important mechanism through which workplace bullying reduces employee resilience, particularly in service and hospitality environments [33]. Earlier findings also demonstrated that resilience mediates the relationship between workplace bullying and employee health, indicating that resilience can partially buffer the damaging effects of hostile workplace experiences [34]. Accordingly, reducing bullying and improving the interpersonal climate should be considered integral components of resilience-building rather than separate employee-relations issues.

Job insecurity was another restraining factor identified in the synthesis. This finding is consistent with research showing that job insecurity is associated with emotional exhaustion, cynicism, and psychological contract breach and that employee resilience can moderate some of these harmful relationships [9]. Similarly, organizational cynicism, social anxiety, role ambiguity, and interpersonal conflict are likely to weaken resilience because they reduce predictability, trust, and psychological resources. These findings reinforce the broader theoretical position that adversity is not inherently resilience-building. Although exposure to manageable challenge can sometimes encourage adaptive learning, chronic or excessive adversity may instead deplete employees' resources. The findings therefore suggest that resilience develops under conditions in which employees face demands while still having access to meaningful psychological, social, and organizational resources.

The study also identified a broad range of employee resilience outcomes. These included service delivery quality, organizational reputation, job satisfaction, creative performance, job security, emotional balance, organizational commitment, life satisfaction, occupational health, quality of work life, psychological well-being, employee engagement, grit, work engagement, job retention, reduced burnout, organizational citizenship behavior, promotability, well-being at work, career success, organizational vitality, and occupational well-being. The diversity of these outcomes illustrates that resilience

is consequential at both employee and organizational levels. In performance terms, resilience has been positively associated with job performance and work engagement, particularly in post-pandemic environments [36]. Employee resilience also influences job performance through emotional intelligence [37] and contributes to service quality through organizational agility [38]. These findings support the interpretation that resilient employees are more capable of maintaining effective functioning, adapting behavior, and sustaining performance under changing or stressful conditions.

The attitudinal outcomes identified in this study are equally important. Job satisfaction, organizational commitment, employee engagement, affective commitment, job retention, and quality of work life suggest that resilience influences the psychological relationship employees develop with their work and organization. Previous evidence has shown that resilience contributes to emotional balance, organizational commitment, and life satisfaction [41]. Recent work has also highlighted the importance of resilience in sustaining organizational commitment during periods of economic uncertainty [42]. The current findings further align with research showing that employee resilience is associated with organizational reputation [43] and social performance in service organizations [44]. These results indicate that resilience may strengthen attachment to the organization because resilient employees are more capable of interpreting adversity as manageable and maintaining positive attitudes despite temporary setbacks.

Well-being outcomes were another central category emerging from the synthesis. Psychological well-being, occupational health, occupational well-being, reduced burnout, and life satisfaction indicate that resilience functions as a protective mechanism against the negative consequences of demanding work environments. Individual resilience has been associated with occupational health, particularly when organizational resilience is also considered [39]. Resilience has likewise been linked with job security perceptions [40], while integrative evidence indicates that employee resilience can mediate the relationship between leadership and well-being [45]. Meta-analytic findings further confirm that resilience has broad associations with adaptive workplace outcomes and psychological functioning [31]. Therefore, employee resilience should be viewed as an important pathway through which organizations can protect employee well-being while simultaneously supporting performance.

Taken together, the findings support a systemic interpretation of employee resilience. The identified drivers and restraining factors suggest that resilience results from an ongoing balance between resource-generating and resource-depleting processes. Individual capabilities such as self-efficacy, psychological resources, mindfulness, and spiritual intelligence may strengthen resilience, but their effects are embedded within organizational systems that can either reinforce or undermine them. Leadership, justice, training, social support, learning opportunities, ethical climate, and human resource practices provide conditions in which individual resources can be activated, whereas bullying, insecurity, conflict, excessive demands, cynicism, and inadequate resources can progressively weaken them. This multilevel interpretation is consistent with conceptual reviews emphasizing the dynamic and contextual nature of workplace resilience [3, 46]. It also aligns with evidence showing that organizational resilience can be influenced by resilient employee characteristics, supportive human resource practices, and managerial resilience [25]. Accordingly, resilience should be treated as both an individual capacity and an organizationally enabled process.

The findings also contribute to understanding the relationship between employee resilience and broader organizational adaptation. Employee resilience does not merely help employees recover from isolated episodes of stress; it may also support organizational continuity, dynamic capability, service quality, reputation, engagement, and social performance.

Organizational responses to adversity depend in part on the ability of employees to absorb disruptions, coordinate responses, learn from experience, and sustain functioning [1]. In this sense, employee resilience can be considered a microfoundation of broader organizational resilience. The present findings therefore suggest that organizations seeking sustainable adaptation should simultaneously strengthen employee-level resources, develop supportive systems, reduce chronic stressors, and connect resilience-building initiatives to broader organizational goals.

Despite the systematic nature of the meta-synthesis, several limitations should be considered. First, the analysis was based on studies published in Persian and English and may therefore exclude relevant evidence available in other languages. Second, the selected studies differed considerably in terms of sector, national context, research design, measurement instruments, sample characteristics, and conceptual definitions of resilience, which may limit direct comparability across findings. Third, some antecedents and outcomes may have been classified differently across the original studies, and categorizing them as drivers, restraining factors, or outcomes necessarily involved interpretive judgment. Fourth, the review concentrated on published and accessible scientific sources, creating the possibility of publication bias and underrepresentation of unpublished or null findings. Finally, the meta-synthesis identifies recurring concepts and relationships but does not establish the relative magnitude or causal strength of each factor, meaning that the resulting framework should be interpreted as an integrative conceptual structure rather than a definitive causal hierarchy.

Future research should empirically test the integrated framework developed in this study using longitudinal, multilevel, and cross-cultural designs. Researchers could examine the relative influence of individual, team, leadership, human resource, technological, and organizational variables on employee resilience and determine whether some drivers become more influential under specific forms of adversity. Particular attention should be given to emerging workplace conditions, including artificial intelligence control, algorithmic management, remote and hybrid work, digital surveillance, employment precarity, and technology-induced workload. Future studies could also examine interactions between drivers and restraining factors to determine whether strong organizational resources can offset severe demands or whether certain demands neutralize otherwise beneficial resources. Longitudinal studies are especially needed to distinguish short-term recovery from sustained resilience and to identify how resilience changes across different stages of organizational disruption. Furthermore, future quantitative studies could prioritize and weight the factors identified in this synthesis and test whether the identified outcomes form distinct performance, attitudinal, and well-being dimensions.

Managers and human resource professionals should adopt an integrated resilience-management strategy rather than relying solely on individual-level resilience training. Organizations should strengthen psychological resources through training, mindfulness, professional learning, self-regulation development, and employee empowerment while simultaneously improving organizational support, ethical climate, justice, social capital, leadership quality, and access to job resources. Resilience-building interventions should also include the systematic reduction of workplace bullying, toxic supervision, role ambiguity, excessive workload, resource shortages, interpersonal conflict, job insecurity, and organizational cynicism. Human resource systems should embed resilience into employee development, leadership training, performance management, occupational health, change management, and well-being programs. Organizations should also monitor the effects of artificial intelligence and digital control systems to ensure that technological efficiency does not undermine autonomy, trust, psychological safety, or adaptive capacity. By simultaneously strengthening drivers and reducing restraining factors,

organizations can use employee resilience as a strategic mechanism for improving well-being, commitment, engagement, service quality, adaptive performance, and sustainable organizational effectiveness.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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