

Editorial

A New Beginning

Covid-2019 has brought in unparalleled challenges to human civilization. We have faced such situations in the long past and assumed that the development in science and technology has insulated us from such dreaded pandemics. Though we had few similar incidents like AIDS, SARS, and Ebola virus had geographic limitations with no such high impact and global effect as the current problem. This pandemic has challenged the existence and growth of nations bringing in problems that have both short-term as well as very long-term impacts.

The human race is peculiar in nature. We are neither stronger, faster, bigger nor the most prudent ones (some say honey bees and penguins are more intelligent than us) but we have these uncanny abilities to survive against all adversaries and bounce back to normalcy. Resilience is the key to human survival and growth. Research on resilience in psychology has confined itself to a uni-dimensional approach and work context only. It is time to research more on a social or national level. Resilience is an important behavior for success, growth, and survival (King, Newman & Luthans, 2016) for organizations and people working in it. Now we need to refocus on nations, societies, races, and cultures to answer the question- why some of these institutions cope better; bounce back faster than others. Some scholars look at resilience as a dynamic process while others see it as a trait (King et al, 2016). However, all definitions describe resilience as the ability to deal with and adapt to adversities.

Recent researches have highlighted the psychological capital concept and how the same can be built and maintained in personal resilience (Linnenluecke, 2017). Individuals at work place and society experience sudden collapse due to physical fatigue and adverse phenomena (like Covid-19) respectively. The coping mechanism in a societal context goes beyond psychological traits/assets and brings in larger, complex issues.

While we open up our societies, workplaces and businesses in a post Covid-19 world, we are likely to face a multitude of problems in coping with the adverse effects of the pandemic at individual, organizational, and national level. Physical health, as well as the psychological health of people will play a crucial role in workplace health and performance. There is a need to relook at health holistically as a combination of the human body and mind and how they interact with each other. The bio-psychological and bio-physiological aspects of a person's functioning need further study to understand resilience at a wider social context (Rook Caroline et al, 2018).

There is abundance of literature on integrative approach to resilience in health psychology literature. Resilience is an outcome of successful adaptation to adversity and that more resilient individuals demonstrate a greater capacity to quickly regain equilibrium physiologically, psychologically, and in social relations following stressful events (Zautra, Hall and Murray, 2008, p.42).

Workplace resilience may not be as linear as it seems as stressful events may occur randomly over a prolonged period. We have this understanding that when physical systems are stressed beyond a certain tolerance level, adaptive mechanisms carry the risk of being dysfunctional leading to dis-regulation and



low grade mal-adaptation. The recent lockdown and physical confinement of individuals might have carried similar mal-adaptation. The inability to maintain homeostasis has the potential to lead to a short-term as well long-term recovery process. (Halson et al 2003; Shepard, 2001; Smith 2003). This is posing a challenge to therapists and opportunities for behavioral scientists to explore in a post-Covid-19 world. The researchers need to take a cross-disciplinary view on 'resilience' as an interesting phenomenon in the new world. The exploration should be done holistically by connecting researchers from different sciences. Meaningful research is to be done to identify key components of resilience at individual and society at large; to understand the mechanism of how resilience is created and how it leads to improved health and job performance. The health psychology perspective will have a meaningful bearing on 'resilience research' as resilience is a process of coping with disruptive, stressful, or challenging life events in a way that provides the individual with additional protective and coping skills than prior to the disruption that results from the event (Richardson, Neiger, Jensen and Kumfer, 1990). Earlier studies have also identified that cardiovascular responses have interaction with behavioral change and coping behavior (Orbrist, 1976). He also suggested that coping behavior had an association with the situation. This will help in building newer coping skills and helping people to overcome stress from the catastrophic impact of Covid-19. People need to develop faster and accurate coping skills and get trained on the same so that overall the society can return to normalcy (Blascovich & Mendes, 2000). The recent sudden spurt of Covid cases has put lots of stress on health care workers. If a researcher is looking for a domain to do resilience research, the healthcare industry is a good fertile ground. Resilience involves the interaction between three factors: the stressor, the context, and personal characteristics (McAllister and McKinnon, 2009). The stressors come from the environment- fast-paced, changing, uncertain, high workload plus the emotional labour of patient care (Scammell, 2017). The way the individual responds to these can be positively influenced by increasing understanding of the context of care and how one responds to it. Jackson et al (2007) identified several strategies to support the development of resilience among health workers that includes building positive professional relationships; increasing insight into one's stress triggers, and self-protective mechanisms. Focusing on health care workers will be a good idea to study resilience in a post Covid world. Now let's talk about NMIMS Management Review- our journal. There has been a smooth editorial transition to the journal. The earlier team of Editor in Chief and Managing Editor have successfully completed their tenure and have paved the way for me and Prof Mayank Joshipura who has a big role to play as Managing Editor. We also have got a new international editorial board in place now to guide the journal to a greater height. The journal has its own heritage as we present Volume- 29, Issue -2 to you. I hope the journal will travel miles now as we are getting top-notch papers these days. Both the number and quality of papers are posing a daunting challenge to quickly turn around the research papers. I have set a new process that is quite an author engaging and we will continue to communicate with you at every stage of the progress of a paper so that all the three stakeholders' i.e. editorial team, author, and reviewers have enough breathing time to work on the papers. I am happy that we will have print versions available now in Order to Print (OTP) format on Amazon. So authors can order print versions of the journal directly from Amazon. The new international publishing partner will be publishing the journal from Ohio, USA. The journal will have a global reach. I intend to take the journal currently from WOS to a Scopus indexed and ABDC ranked journal in near future, but all three stakeholders play crucial roles for the success of NMIMS Management Review. Please do write



to me if you wish to contribute as an author/ reviewer.

My idea of writing this note on 'resilience' is to prioritize the challenges we are going to face in a post Covid world and also give a cue to researchers to focus when human civilization is reconciling back to normalcy. Please do write to me your views about the papers, journal, and any other key input that will make our journal far reaching, significant, and impactful in the domain of management and business research.

Dr Tapan K Panda

Editor in Chief (EIC)

NMIMS Management Review

Email: tapankumar.panda@nmims.edu

References:

- Blascovich, J., & Mendes, W. B. (2000). Challenge and Threat Appraisals: The Role of Affective Cues. In J. P. Forgas (Ed.), *Feeling and Thinking: The Role of Affect in Social Cognition* (pp. 59-82). Cambridge, England: Cambridge University Press.
- Halson, S., Lancaster, G., Jeukendrup, A., & Gleeson, M. (2003). Immunological Responses to Overreaching in Cyclists. *Medicine and Science in Sports and Exercise*, 35(5), 854-861. doi: 10.1249/01.MSS.0000064964.80040.E9
- Jackson, D., Firtko, A., & Edenborough, M. (2007). Personal Resilience as a Strategy for Surviving and Thriving in the Face of Workplace Adversity: A Literature Review. *Journal of Advanced Nursing*, 60, 1-9. doi: 10.1111/j.1365-2648.2007.04412.x
- King, D. D., Newman, A., & Luthans, F. (2016). Not if, but When We Need Resilience in the Workplace. *Journal of Organizational Behaviour*, 37, 782-786. doi: 10.1002/job.2063
- Linnenluecke, M. K. (2017). Resilience in Business and Management Research: A Review of Influential Publications and a Research Agenda. *International Journal of Management Reviews*, 19, 4-30. doi: 10.1111/ijmr.12076
- McAllister M, McKinnon J. The Importance of Teaching and Learning Resilience in the Health Disciplines: A Critical Review of the Literature. *Nurse Education Today*. 2009; 29(4): 371-379.
- Orbrist, P. A. (1976). The Cardiovascular Behavioural Interaction—As it appears Today. *Psychophysiology*, 13(2), 95-107. doi:10.1111/j.1469-8986.1976.tb00081
- Richardson, G. E., Neiger, B. L., Jensen, S., & Kumpfer, K. L. (1990). The Resiliency Model, *Health Education*, 21(6), 33-39. doi: 10.1080/00970050.1990.10614589
- Rook, Caroline, Lee Smith, James Johnstone, Claire Rossato, Guillermo Felipe Lopez Sanchez, Arturo Diaz Suarez and Justin Roberts (2018), Reconceptualising Workplace Resilience – A Cross Disciplinary Perspective, *Anales de Psicologica*, 34,2, 2018
- Scammell Janet (2017), Resilience in the Workplace: Personal and Organizational Factors, *British Journal of Nursing*, 26, 16.
- Shephard, R. (2001). Chronic Fatigue Syndrome: An update. *Sports Medicine*, 31(3), 167-194. doi: 10.2165/00007256-200131030-00003
- Smith, L. (2003). Overtraining, excessive exercise and altered immunity- Is this a T Helper-1 versus T Helper-2 lymphocyte response? *Sports Medicine*, 33(5), 347-364. doi: 10.2165/00007256-200333050-00002
- Zautra, A., Hall, J., & Murray, K. (2008). Resilience: a new integrative approach to health and mental health research. *Health Psychology Review*, 2(1), 41-64. doi: 10.1080/17437190802298568



NMIMS
Management Review
ISSN: 0971-1023
Volume XXIX
Issue 2 | April 2021