

Review on Research Progress of Team Resilience

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Abstract

Team resilience is the core ability of today's teams to deal with crises in changing, uncertain, complex and ambiguous situations. This paper systematically summarizes the definition, structure and measurement, antecedent variables, outcome variables and boundary conditions of team resilience by sorting out and integrating past literatures on team resilience in both Chinese and English. On this basis, it proposes the future of team resilience. Research and Outlook.

Keywords

Resilience Team; Resilience Crisis.

1. Introduction

In most organizations, various activities are mainly carried out around teams (McDaniel and Salas, 2018). A team is a collection of two or more individuals embedded in an organization that interact towards a common goal in a dynamic, interdependent and adaptive manner (Richter et al., 2006). Due to its flexibility and high contribution rate to performance, the team has gradually become the basic unit of organizational operation and plays an increasingly important role (Decuyper et al., 2010). However, in today's VUCA era, the team is facing a variety of challenges and adversity (King et al., 2015): including external crises such as economic crisis, political turbulence, epidemic disease, as well as internal disturbances such as overload work, social difficulties, project deadline pressure, equipment or technology failures, team conflict, and team task interruption due to missing members (Stoverink et al., 2020). These challenges and adversity force the team not only to prevent and respond to crisis events, but also to learn to face failures calmly and recover from crisis events as soon as possible (Meneggel et al., 2016). Therefore, resilience, as a ability to recover from failure, frustration, conflict or any possible threat (West et al., 2009), is increasingly important to the team (Stoverink et al., 2020). How to build a resilient team and improve team resilience has become an issue that organizations must seriously consider and face. However, it is a pity that compared with the rich research results on individual and organizational resilience, the theoretical development and empirical research on team resilience are still at the initial stage (Hartmann et al., 2020).

2. The Connotation of Team Resilience

2.1. The Connotation of Resilience

Resilience is used to describe the flexibility or flexibility of a substance or organism. It was originally transformed from the Latin word "resillo/resileere", meaning "jump back", and then widely defined as "return to the original state" (Kendra and Wachtendorf, 2003). The academic research on toughness originated from the field of materials. In 1818, Tredgold used resilience to explain why some wood can adapt to sudden and severe loads without breaking (McAslan, 2010). Over the next hundred years, the research on "resilience" has expanded to engineering, physics, ecology, psychology, management and other fields. Scholars have actively explored

resilience engineering, disaster prevention, emergency management, supply chain resilience and other aspects, and the research on resilience has developed abundantly.

2.2. The Connotation of Team Resilience

Table 1. Summary of the concept of team resilience

| Angle of View | Source | Concept |
|---------------------|---------------------------------|--|
| Belief | Kennedy,Landon,&Maynard(2016) | The common belief held by the team that it can cope with destructive and challenging events, recover from setbacks, and thrive as a team under these conditions. |
| | Maynard&Kennedy(2016) | The team believes that it can absorb and deal with such interruptions or triggers. |
| | Carmeil, Friedman&Tishler(2013) | The belief that the team can absorb and cope with pressure, and the team's ability to cope, recover and actively adapt to difficulties. |
| Results and Process | Bennett, et al.(2010) | Results and processes of positive adaptation in the presence of risks or adversity. |
| | Luthar, Cicchetti&Becker(2000) | Dynamic process of active adaptation in the context of major adversity. |
| | Morgan,Fletcher,&Sarkar(2013) | A dynamic psychosocial process that protects a group of individuals from the potential negative effects of the stressors they encounter together. It includes the process that team members actively adapt to adversity by using individual and collective resources. |
| | Temby&Vozzo(2017) | A psychosocial process that enables the team to persist in completing tasks, based on the application of effective leadership and team members' abilities, so as to achieve functional recovery and goal realization, to ensure future success. |
| Ability | Alliger, et al.(2015) | The ability of a team to withstand and overcome pressure in a sustainable way; It can help the team cope with and recover from challenges that may endanger team cohesion and performance. |
| | Amaral,Fernandes&Varajão(2015) | The ability of a team to deal with problems, overcome obstacles, or resist the pressure of adverse situations (such as early departure of team members) without causing breakage, and allow positive adjustments to successfully perform specific tasks, improving reliability, life, and overall performance. |
| | Carmeli,Friedman,&Tishler(2013) | The belief that the team can withstand and cope with pressure, and the team's ability to cope, recover and actively adapt to difficulties. |
| | Edson(2010) | The ability of a system (team/organization) to adjust its structure while maintaining its functions, which usually requires the emergence of new processes (behaviors, norms, and hierarchies). |
| | Hollnagel, et al.(2011) | The ability of the system to adapt to external disturbances and predict future events. |
| | Furniss, et al. (2011) | The ability to recover from some accidents, or avoid accidents under the condition of continuous harsh environment. |
| | Glowinski, et al.(2016) | The ability of the system to adapt to external disturbances and predict future events. |
| | Gomes, et al.(2014) | The ability of the system/organization to successfully handle disturbances, including surprising disturbances. |
| | Lundberg&Rankin(2014) | The ability of the system/organization to successfully handle disturbances, including surprising disturbances. |
| | Rodriguez-Sanchez&Perea(2015) | The ability to adapt to situations beyond the predetermined plan. Team's ability to overcome crises and difficulties |
| | Sharma&Sharma(2016) | The ability of the team/team to rebound and sustain under adverse conditions. |
| | Stephens, et al. (2013) | The ability of individuals, groups and organizations to absorb the pressure generated by these challenges not only recovers their functions to the "normal" level, but also learns and grows from adversity and becomes stronger than before. |
| | West,Patera,&Carsten(2009) | The ability to recover from failure, frustration, conflict or any other threat to happiness that the team may encounter. |

In recent years, many scholars have been concerned about the popularity of teams in organizations and the frequent occurrence of events where teams encounter adversity and cause losses, so they have called for the study of team resilience (Alliger, 2015). At present, the academia has not reached a consensus on the concept of team resilience (Chapman et al., 2020). Relevant research shows that researchers mainly define team resilience from the perspectives of ability, belief, result and process, and the summary is shown in Table 1. Through careful review of the definition of team resilience, we found several common points in the definition of

team resilience by previous scholars. First, most definitions include some degree of "exposure to major threats or adversity" as a necessary condition for team resilience. Second, team resilience can enable the team to actively respond to these disturbances, such as "overcoming crisis", "actively adapting", and even "growing against the trend". Third, most scholars believe that team resilience is a kind of ability. Therefore, West et al. (2009) defined team resilience as "the ability to recover from failure, frustration, conflict or any other possible threat", which was widely used in subsequent research.

3. Structure and Measurement of Team Resilience

At present, the development of the team resilience scale can be divided into the following three categories: adaptation from the organizational resilience scale, adaptation from the individual resilience scale, and redevelopment.

(1) Based on the organizational resilience scale. Meneggel et al. (2016) constructed a measurement scale of team resilience based on the seven principles of organizational resilience proposed by Mallak (1998), including seven items, such as "My team tries to see the positive side in difficult situations".

(2) Based on the individual resilience scale. West et al. (2009) developed six items to measure team resilience, such as "for Our projects, our team always sees the bright side." Similarly, Pavez et al. (2021) changed "I" to "My team" in the Tension Scale (Carmeli et al., 2009) to measure team resilience, with a total of 4 items, such as "In my team, we dealt well with the tensions we encountered at work."

(3) Redevelopment. Morgan et al. (2013) proposed four main dimensions and 12 sub dimensions of team resilience based on the samples of five elite sports teams, including proficiency in methods, social capital, group structure and collective effectiveness. Stephens (2013) also developed a three item scale to assess the resilience of senior management teams, such as "senior management teams know how to deal with challenges". Similarly, Sharma et al.

4. Research on Team Resilience

With the rise of the concept of team resilience, scholars began to study the determinants, process mechanisms and outcome variables of team resilience, covering sports, business, information technology, natural and nuclear energy industry, military and other fields, but there are still few empirical studies on the antecedents and outcome variables of team resilience (Gucciardi et al., 2018).

4.1. Antecedent Variables for Team Resilience

Through literature review, the antecedent variables of team resilience can be divided into four categories: emotional resources; interpersonal processes; team characteristics; leadership styles.

(1) Emotional resources. Stephens et al. (2013) found that the team's emotional endurance was significantly positively correlated with team resilience. Meneghel et al. (2016) based on extended and constructed findings that collective positive emotional experiences such as shared enthusiasm, optimism, comfort or relaxation enhance employees' access to important team resources, thereby enhancing team resilience. Similarly, Hartmann et al. (2021), using data from 91 teams, showed that the emotional culture of team joy can affect team resilience both directly and indirectly through social and cognitive mechanisms (i.e., team reciprocity and team reflection). Team resilience.

(2) Interpersonal process. Carmeli et al. (2013) took the senior management team as an example and found that team connectivity as a structural bond has a positive and direct relationship with team resilience, and team connectivity can also have a positive indirect effect

on team resilience by enhancing the comprehensiveness of strategic decision-making. relation. Similarly, Rahimnia (2014) also found that team connectivity has a positive impact on team resilience. Through nuclear disaster simulation experiments, Gomes et al. (2014) found that briefings and debriefing activities allow teams to establish a shared situational awareness of emergencies, which facilitates coordination of collective actions and improves team resilience. Pavez et al. (2021) based on the resource conservation theory, research shows that emotion-based trust can directly affect team resilience, and cognitive-based trust indirectly affects team resilience through the mediating effect of emotion-based trust. Talat and Riaz (2020) found that team meaning construction has a positive effect on team resilience, and team piecing plays a mediating role.

(3) Team characteristics. Meneghel et al. (2016) found that team work resources are positively correlated with team resilience, and team work resources positively affect team performance through the mediating effect of team resilience. Dimas et al. (2018) showed that team size had a negative impact on team resilience, while the density of team interactions had a positive impact on team resilience.

(4) Leadership style. As an important organizational situational factor, leadership plays an important role in the construction of team resilience. For example, Morgan et al. (2015) analyzed the autobiographies of 8 members of the England Rugby League World Cup winning team and found that transformational leadership and shared team leadership played a positive role in the construction of team resilience. Dima et al. (2018) shared the results based on questionnaire data of 445 employees in 90 teams, and also confirmed the positive effect of transformational leadership on team resilience. Similarly, based on the theory of meaning construction, Sun Mouxuan et al. (2021) concluded that transformational leadership positively affects team resilience, and team meaning construction plays a partial mediating role between transformational leadership and team resilience.

4.2. Outcome Variables for Team Resilience

The outcome variables of team resilience mainly include the individual level of team members and the team level.

(1) Individual level. Team resilience can significantly improve employee attitudes and behaviors. For example, Ollier-Malaterre (2010) studied the impact of team resilience on employees' work-family balance, and the results showed that team resilience can enhance employees' job pride and loyalty, and at the same time reduce employees' negative emotions and turnover intentions.

(2) Team level. Scholars have explored the impact of team resilience on team performance, team creativity, team vitality, and the quality of team experience. Yang et al. (2015) aggregated the psychological resilience of individual employees to the team level, and found that the resilience of front-line teams in service-oriented enterprises positively moderated the relationship between operational improvement capabilities and service recovery performance, and weakened the impact of role conflict on operational improvement capabilities and performance. Negative effects on the relationship between service restoration performance. Fan et al. (2021) studied the role of team resilience in educational settings, showing that team resilience can predict team creativity, and team effectiveness and team trust play a mediating role in it. Dimas et al. (2018) showed that team resilience has a positive and direct impact on team vitality and team experience quality.

4.3. Boundary Conditions for Team Resilience

At present, the research on team resilience at home and abroad mainly focuses on its antecedents and consequences. There are few studies on the boundary conditions of team

resilience, which mainly focus on team task characteristics, team interpersonal relationships, and external environment.

(1) Task characteristics. Meneghel et al. (2016) showed that team work demands moderate the relationship between team work resources and team resilience. When team work demands are high, the impact of work resources on team resilience is weakened. This shows that when the work demand of the team is high, it means that the team needs to invest more resources to build team resilience. Talat and Riaz (2020) found that task interdependence positively moderates the relationship between team cohesion and team resilience.

(2) Interpersonal relationships. Chen and Zhang (2021) investigated the two-stage moderation of affective integration (i.e., teammates' trust, respect, and liking for each other) between behavioral integration, team resilience, and team performance. The findings suggest that affective integration positively moderates the relationship between behavioral integration and team resilience, but negatively moderates the relationship between team resilience and team performance.

(3) External environment. Ilaria et al. (2018) showed that environmental complexity moderates the relationship between team size and team interaction density and team resilience. In a highly uncertain environment, rapid changes in the environment can hinder large teams from finding solutions to team problems, implying that environmental uncertainty negatively moderates the relationship between team size and team resilience. Likewise, in an environment of high uncertainty, there is not enough time among team members to reach consensus and make the right decisions, thereby undermining the effectiveness of interactive sharing of information in team systems to improve team resilience.

5. Future Research and Prospects

Team resilience, as an ability to help teams resist risks and recover from crises (West et al., 2009), is receiving attention from both theoretical and practical circles. Although there have been some research results on the concept, measurement, antecedents and results of team resilience, it is not difficult to find that foreign research is still in the initial stage of exploration, and domestic research is still very blank, and this research topic still needs to be further explore. Therefore, this paper believes that the research in this field can be further deepened in the future from the following aspects.

First, expand the connotation and extension of the concept of team resilience. As a new research topic, team resilience has received more and more attention, showing broad development prospects, but existing research has not yet reached a consensus on the connotation of the concept of team resilience (Chapman et al., 2020), which may hinder Consistency in research and theoretical development of team resilience. Therefore, it is necessary to unify the concept of team resilience.

Second, a team resilience measurement scale was developed. There are many kinds of research scales at home and abroad to empirically test the effect of team resilience. There is no comprehensive measurement scale that is universal and can comprehensively measure team resilience. Especially for the Eastern collectivist culture and practice, the development and involvement of team resilience measurement scales are more necessary.

Third, carry out local research on team resilience. Team resilience was first born in Western cultural contexts, and most of the research is based on Western contexts, but there are relatively few local Chinese studies. In particular, there are obvious differences between Chinese and Western cultures. Eastern cultures value collective consciousness, emphasize group identity, interpersonal belonging and emotional support, and usually put collective goals above individual goals; while individualism in the context of Western cultures advocates focusing on individual goals and achievements, they believe that work is an important way to

achieve personal values and goals (Guo Yuncheng et al., 2017). There are great differences between Eastern and Western cultures, and the sum of individual resilience of team members is not equal to team resilience (Stoverink et al., 2020). In view of this, we put team resilience in a Chinese context and analyzed its effect on Chinese management practices. Significant.

Fourth, deepen the exploration of the influencing factors and result chains of team resilience. At present, only scholars have discussed how to improve team resilience from factors such as emotional resources, interpersonal processes, team characteristics, and leadership styles. Future research should expand the perspective of antecedent variables and consider combining team and situational factors with individual characteristics of team members. , to systematically explore the generation mechanism of team resilience. At the same time, at present, the research on the effect of team resilience is single. Current research mainly focuses on the positive effects of team resilience on the individual and team levels of team members, including team members' work attitudes and behaviors, team performance and team creativity, etc., ignoring the potential negative effects of team resilience. Therefore, it is necessary for future research to dig deeper into the mechanism of team resilience and improve the comprehensiveness of team resilience research.

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