



When do which psychosocial resources contribute to psychological resilience?

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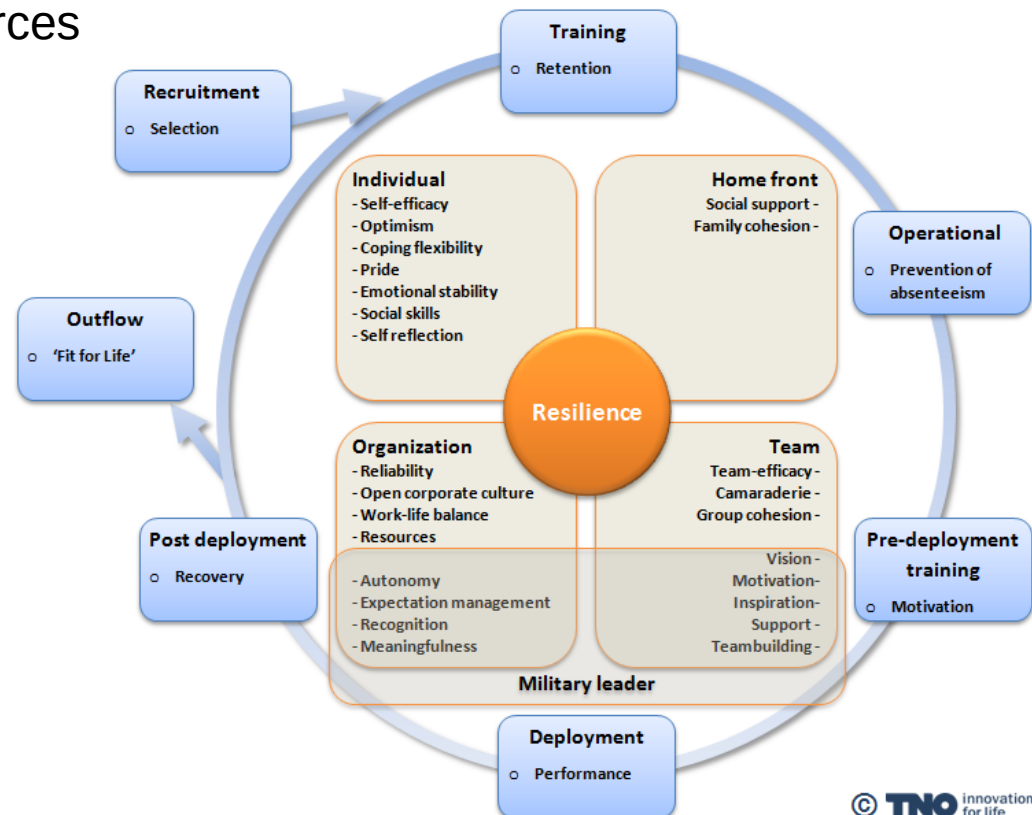
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Research aims

- › Validation of resources in model
- › When do which resources contribute?
- › Focus on:
 - Operational
 - Pre-deployment
 - Deployment





Method

› Instruments

- › Military Resilience Monitor
- › Morale Questionnaire

› Participants

- › NATO Training Mission Afghanistan (n = 250/264)
- › Air Task Force – International Security Assistance Force (n=87/87)
- › NATO Anti-Piracy Mission Atalanta in the gulf of Aden (449/385)
- › Army Support and Logistics Brigade (n=707)

› Measurement moments:

- › In Garrison (n=707; single measurement)
 - › Pre-deployment (total n=786)
 - › Deployment (total n=736)
 - › Post-deployment (next presentation)
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- › Matching ID's pre- and during deployment: n= ca. 460



Analyses

- › Hierarchical regression analyses on outcome measures:
 - › Work engagement (UBOS)
 - › Vitality (UBOS)
 - › Physical functioning (SF-12)
 - › Mental functioning (SF-12)
 - › Sleep quality (SCL-90)
- › Order of analyses
 1. Individual
 2. Home front
 3. Team (incl. leadership)
 4. Organisation

	PRE-DEPLOYMENT					DURING DEPLOYMENT				
	Motivation		Well-being			Motivation		Well-being		
	Engage ment	Vitality	Physical	Mental	Sleep	Engage ment	Vitality	Physical	Mental	Sleep
Individual										
Emotional Stability										
Optimism										
Coping diversity										
Self efficacy task										
self efficacy stress										
self efficacy recovery										
Cultural competence										
Social competence										
Asking for help*										
Home Front										
Social support										
Family Cohesion										
Team										
Team efficacy										
Team cohesion										
Transformational leadership										
Organization										
Open corporate culture										
Reliability*										
Work-life balance										
Resources										
Autonomy										
Expectation management										
Recognition										
Meaningfulness										

	Pre-deployment						During Deployment				
	Motivation			Well-being			Motivation		Well-being		
		Engage- ment	Vitality	Physical	Mental	Sleep	Engage- ment	Vitality	Physical	Mental	Sleep
	Total	R ²	.55	.53	.18	.35	.17				
Individual		R ²	.29	.39	.14	.25	.13				
Emotional Stability			-.17								
Optimism			.29	.23		.21	.15				
Coping diversity											
Self efficacy task			.13	.12							
self efficacy stress				.14							
self efficacy recovery						.19					
Cultural competence			.13	.13							
Social competence				.19	.15	.16					
Asking for help*											
Home Front		ΔR ²	.02	.01							
Social support			.16	.14							
Family Cohesion											
Team		ΔR ²	.08	.06	.03	.06					
Team efficacy											
Team cohesion			.28	.26		.22	.16				
Transformational leadership											
Organization		ΔR ²	.17	.07		.03					
Open corporate culture											
Reliability*											
Work-life balance											
Resources											
Autonomy			.34	.18							
Expectation management											
Recognition			.12								
Meaningfulness			.20	.19		.12					

	PRE-DEPLOYMENT						DURING DEPLOYMENT				
	Motivation			Well-being			Motivation		Well-being		
		Engage ment	Vitality	Physical	Mental	Sleep	Engage ment	Vitality	Physical	Mental	Sleep
	Total	R ²	.55	.53	.18	.35	.17	.62	.55	.18	.36
Individual	R ²	.29	.39	.14	.25	.13	.30	.45	.15	.29	.20
Emotional Stability		-.17									
Optimism		.29	.23		.21	.15	.28	.14	.17	.24	.19
Coping diversity									-.19	-.17	-.19
Self efficacy task		.13	.12				.21	.20			
self efficacy stress			.14							.16	
self efficacy recovery					.19			.13	.14	.21	
Cultural competence		.13	.13					.23			.14
Social competence			.19	.15	.16						
Asking for help*											.18
Home Front	ΔR ²	.02	.01				.02				
Social support		.16	.14				.16	.11			
Family Cohesion											
Team	ΔR ²	.08	.06	.03	.06		.09	.05		.04	.02
Team efficacy											
Team cohesion		.28	.26		.22	.16	.23	.20		.22	
Transformational leadership							.13				
Organization	ΔR ²	.17	.07		.03		.20	.04		.04	
Open corporate culture											
Reliability*											
Work-life balance											
Resources										.12	
Autonomy		.34	.18				.34	.15			
Expectation management											
Recognition		.12					.11				
Meaningfulness		.20	.19		.12		.30	.12			

	PRE-DEPLOYMENT						DURING DEPLOYMENT				
	Motivation			Well-being			Motivation		Well-being		
		Engage ment	Vitality	Physical	Mental	Sleep	Engage ment	Vitality	Physical	Mental	Sleep
	Total	R ²	.55	.53	.18	.35	.17	.62	.55	.18	.36
Individual	R ²	.29	.39	.14	.25	.13	.30	.45	.15	.29	.20
Emotional Stability		-0.17									
Optimism		.29	.23		.21	.15	.28	.14	.17	.24	.19
Coping diversity									-0.19	-0.17	-0.19
Self efficacy task		.13	.12				.21	.20			
self efficacy stress			.14							.16	
self efficacy recovery					.19			.13	.14	.21	
Cultural competence		.13	.13					.23			.14
Social competence			.19	.15	.16						
Asking for help*											.18
Home Front	ΔR ²	.02	.01				.02				
Social support		.16	.14				.16	.11			
Family Cohesion											
Team	ΔR ²	.08	.06	.03	.06		.09	.05		.04	.02
Team efficacy											
Team cohesion		.28	.26		.22	.16	.23	.20		.22	
Transformational leadership							.13				
Organization	ΔR ²	.17	.07		.03		.20	.04		.04	
Open corporate culture											
Reliability*											
Work-life balance											
Resources										.12	
Autonomy		.34	.18				.34	.15			
Expectation management											
Recognition		.12					.11				
Meaningfulness		.20	.19		.12		.30	.12			

		RESOURCES MEASURED PRE & OUTCOMES DURING DEPLOYMENT					
		Motivation		Well-being			
		Engage- ment	Vitality	Physical	Mental	Sleep	
		Total	R ²	.19	.28	.12	.24
Individual		R ²	.14	.22	.08	.14	.07
Emotional Stability				.15			
Optimism					.21		
Coping diversity							
Self efficacy task							
self efficacy stress							
self efficacy recovery					.15		
Cultural competence				.15			
Social competence				.13			
Asking for help*							
Home Front		ΔR ²					
Social support							
Family Cohesion							
Team		ΔR ²		.04		.05	.05
Team efficacy							
Team cohesion				.15		.18	.17
Transformational leadership							
Organization		ΔR ²					
Open corporate culture							
Reliability*							
Work-life balance							.15
Resources							
Autonomy							
Expectation management							
Recognition						.11	
Meaningfulness							

		IN GARRISON					
		Motivation		Well-being			
		Engagem ent	Vitality	Physical	Mental	Sleep	
		Total	R ²				
Individual		R ²			.07	.25	.06
	Emotional Stability						
	Optimism				.14	.24	.13
	Coping diversity						
	Self efficacy				.16	.32	.14
	self efficacy stress						
	self efficacy recovery						
	Cultural competence						
	Social competence						
	Asking for help*						
Home Front		ΔR ²					
	Social support						.08
	Family Cohesion						
Team		ΔR ²				.03	.01
	Team efficacy						
	Team cohesion					.14	.12
	Transformational leadership					.09	
Organization		ΔR ²				.01	
	Open corporate culture						
	Reliability*						
	Work-life balance						
	Resources						
	Autonomy						
	Expectation management						
	Recognition					.11	
	Meaningfulness						

		Motivation				Well-being		
		Pre	During	Pre-During	In Garrison	Pre	During	Pre-During
Individual								
	Emotional Stability							
	Optimism							
	Coping diversity							
	Self efficacy task							
	self efficacy stress							
	self efficacy recovery							
	Cultural competence							
	Social competence							
	Asking for help*							
Home Front								
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	Family Cohesion							
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	Team efficacy							
	Team cohesion							
	Transformational leadership							
Organization								
	Open corporate culture							
	Reliability*							
	Work-life balance							
	Resources							
	Autonomy							
	Expectation management							
	Recognition							
	Meaningfulness							



Conclusions

› Validation

- › Almost all resources relevant in one or more phases
- › Considerable proportion of explained variance
- › Some resources not relevant
(but maybe relevant with different outcome measures; different phases;
different operationalization?)



Conclusions

› Which resources matter when?

- › Individual and team level important in each phase (and over phases)
- › Optimism and Team cohesion most frequently relevant
- › Number of resources important in one phase but not in other phase (e.g. Social competence, Recognition, Transformational leadership)
- › Some resources only relevant in next phase (e.g. emotional stability)

› Overall conclusions

- › Useful to differentiate between phases
- › Useful to include different levels (individual, home, team, organization)
- › Importance of longitudinal approach
- › **More analyses and data needed for clear image and recommendations**



Future research

- › **More elaborate analyses and more data needed for firm conclusion and practical recommendations**
- › **New approaches**
 - › Analysis (e.g., mission profiles, resilience profiles)
 - › Modelling (e.g., including stressors)
 - › Visualizing (e.g., dashboards)