

FACTORS THAT FOSTER TEAM RESILIENCE: AN INTEGRATIVE REVIEW OF THE EMPIRICAL LITERATURE

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In the literature of human resource management, resilience is commonly defined as the ability to a strengthened and more resourceful rebound after facing adverse situations (Sutcliffe & Vogus, 2003). Resilience can be attributed to individuals, groups, organizations or systems (Horne & Orr, 1998). In the current context of rapid change and hyper-competitiveness, researches show that resilience plays a key role in the results and effectiveness of work teams (Dimas et al., 2018; Meneghel, Martínez, & Salanova, 2016a; Meneghel, Martínez, & Salanova, 2016b; West, Patera, & Carsten, 2009). The aim of this research is to analyze the factors that foster team resilience, exploring the pieces of evidence provided by empirical research. To this end, an integrative review was carried out. With the adoption of this method, it was possible to accomplish, in a systematic and organized way, the gathering, analysis and synthesis of the factors that promote resilience in the work teams. Unlike reviews that focus on quantitative or purely experimental studies, the advantage of this type of review lies in the possibility of including studies with different research designs, thus broadening the knowledge of the state of the art on the subject (Whittemore, 2005; Whittemore & Knalf, 2005). Searches were conducted in Scopus and Web of Science databases using "team resilience" as descriptor. It was adopted as scope of this review, articles that study factors that influence the resilience in the work teams, without restriction of country, and published until the year 2018. The inclusion criteria were articles published in scientific journals or indexed conferences, written in Portuguese, English or Spanish. The exclusion criteria were theoretical and literature review articles, in order to add to the analysis just evidence derived from primary or unfiltered sources of information. During the extraction of data, the PRISMA statement and its guidelines, described by Moher et al. (2009), were used to ensure that all articles that meet the inclusion criteria were integrated in the data analysis phase. After screening, and application of inclusion and exclusion criteria, 14 articles were included in the analysis, which involved two steps. First, all articles were analyzed using general indicators, such as affiliation of authors, year of publication, economic sector, and type of study. Second, substantive issues

were analyzed, namely the method, the concepts of resilience and team resilience, team-types, related variables (factors) and results. About the research method, survey-type, quantitative and cross-sectional researches predominate. Despite the scarce number of researches on the subject, some factors tend to be confirmed as promoters of resilience in work teams. They are team reflexivity, team learning, leadership style, adaptability, and collective positive emotions. Most research focuses on evaluating intra-team behaviors or processes, whereby future research should assess individual antecedents, such as coping style, optimism and social skills, and organizational antecedents, such as monitoring, agility, and diffused power.

Keywords: Resilience; Teamwork; Team resilience; Team processes; Integrative Review.

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